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VOLUME I

CORPORATE SUMMARY REPORTS

1988 Operating Budget

As Recommended by the Budget Sub-Committee

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VOLUME I
CORPORATE SUMMARY REPORTS
1988 OPERATING BUDGET

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REPORT AND RECOMMENDATIONS

The Municipality of
Metropolitan Toronto

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Chief Administrative Officer

April 6, 1988

To: Metropolitan Executive Committee

From: Chief Administrative Officer

Subject: 1988 Operating Budget for Metropolitan Toronto

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A. General Recommendations

1. It is recommended that:

   (a) the Metropolitan Executive Committee approve the recommendations contained herein and the 1988 Estimates as outlined in Volumes II and III; and

   (b) the appropriate Metropolitan staff be directed to take whatever action is necessary in order to give effect to the following.

B. Introduction

The purpose of this report is to consolidate all of the recommendations and actions taken by the Budget Sub-Committee and to summarize the principal elements of the budget. The 1988 Operating Budget for the Metropolitan Corporation consists of three documents:

Volume I - Corporate Summary
Volume II - Metropolitan Departments
Volume III - Boards, Commissions and Agencies of the Metropolitan Corporation

All three volumes and the recommendations approved therein constitute the 1988 Current Estimates.

Volume I contains additional corporate summary information, schedules and graphs. Volumes II and III contain budgetary information for the individual Departments, and Boards, Commissions and Agencies of the Metropolitan Corporation, respectively.

C. Budget Review Process

In January 1988, the Preliminary Operating Budget containing information on all Metropolitan Departments, Boards, Commissions and Agencies was sent to Members of Council. Contained therein was a description of program objectives, an organization chart, as well as a summary of the preliminary estimates for each organizational unit. These estimates were analyzed and, where appropriate, adjusted.

In conjunction with the appropriate Standing Committee review of individual budgets, the Budget Sub-Committee Members met with their respective Departments, Boards, Commissions and Agencies and conducted a detailed in-depth review of each budget prior to finalizing the recommendations on the consolidated corporate budget. Schedule A sets forth the budgetary responsibilities of each Budget Sub-Committee Member. On March 25, 1988, the Budget Sub-Committee recommended approval of the 1988 operating estimates for each Metropolitan Department, Board, Commission and Agency.

D. Overview

1. Mill Rate Increase

The average mill rate increase for 1988 over 1987 as recommended by the Budget Sub-Committee is 3.17 per cent. Schedule B provides comparative data on an estimate to estimate basis for the period 1983 to 1988. The 3.17 per cent mill rate increase in 1988 is significantly lower than the increases experienced over this period. In fact, it is the lowest increase in fifteen years.

The 3.17 per cent increase in the mill rate is consistent with the Corporation's target of attempting to maintain mill rate increases at or below the prevailing inflation rate. The recommended increase compares favourably with the annual Metropolitan Toronto inflation rate of 5.6 per cent for the 12 months ending December 31, 1987 and projections for 1988 of over 5 per cent.

2. 1988 Gross and Net Expenditures

The recommended corporate gross expenditure of $1,861,523.8 thousand represents an increase of 10.2 per cent over the 1987 Estimate. The net expenditure increase is 5.8 per cent. Schedule C provides a breakdown of the major elements making up the increase in 1988 over 1987 on a gross and net expenditure basis.

Schedule D classifies this increase in terms of new programs, enhancements and as a direct result of the annualization of 1987 program approvals. It should be noted that this schedule highlights the key programs, and is not a comprehensive listing of increases. More detailed information for increases is provided in the Budget Sub-Committee Members' Review Reports contained in Volumes II and III.

3. 1988 Revenues

3.1 Other Revenue

Total Corporate Revenues, made up of Other Revenue, and Provincial Grants and Subsidies, are estimated to increase 13.9 per cent over the 1987 Estimate. Other Revenue increases by $55,196.2 thousand, or 16.6 per cent. Included in the Other Revenue category are:

- Departmental and Agency operating revenues such as user fees which are estimated to increase by $37,169.3 thousand, or 13.7 per cent; and
- Unallocated Corporate Revenues such as supplementary taxes, Provincial court fines and fees and parking violation tags which are estimated to increase by $18,026.9 thousand, or 29.5 per cent.

The Revenue Other Than Levy section in Volume I (Section 8) presents details on Other Revenue and Provincial Grants and Subsidies.

3.2 Provincial Grants and Subsidies

The total amount of Provincial financial assistance (both conditional and unconditional grants) anticipated for receipt by the Metropolitan Corporation in 1988 is estimated to increase by $73,464.5 thousand, or 12.4 per cent over the 1987 Estimate. The main unconditional grants are expected to increase by $6,221.6 thousand, or 5.1 per cent over the 1987 Estimate, while conditional grants increase by $67,242.9 thousand, or 14.3 per cent over the Estimate and 13.7 per cent over the 1987 actual dollars received.

The rates for the General Household and Police Household Grant have remained unchanged for 1988 (General - $30.00 per household, Police - $50.00 per household). The number of households in Metro has grown marginally from 855,376 to 861,435. The General Support Grant Estimate for 1988 has increased by $6,140.0 thousand, or 11.5 per cent over the previous year's estimate. The rate for the grant calculation remains at 6 per cent of the "net general dollar levy" from the previous year. However, for 1988 the base has been increased to include the Police Household Grant.

Conditional grants and subsidies are allocated on the basis of actual expenditures in the various program areas. The large Metropolitan Toronto expenditures in mandated shared cost programs (e.g., General Welfare Assistance) contribute substantially to the large increase in conditional grants. The estimates of individual grants and subsidies included in Metro's Operating Budget are the best available at this time, but may change as a result of announcements made by various Provincial Ministries.

Schedule E shows the history of Provincial Grants and Subsidies received by the Metropolitan Corporation for the years 1983 through 1987 together with the estimate of grants to be received during 1988.

4. Assessment Growth

The effect of expenditure increases on the mill rate calculations is modified by the extent of assessment growth. The increase in the weighted assessment which is used to establish the mill rate calculation is 2.29 per cent for 1988. Schedule F shows the growth in weighted assessment by area municipality from 1985 to 1988.

5. Surplus from Previous Year

In 1987, the actual net expenditure variance from Corporate estimates was $57.7 million. This surplus contributes 3.1 per cent to 1988 corporate revenues. The surplus during the previous budget period was $52.6 million. Schedule G outlines the contributions to the 1987 surplus by source and documents the major factors leading to the surplus. It should be noted that because municipalities cannot deficit finance, the Corporation closely monitors expenditures and revenues in order to avoid the possibility of supplementary levy.

6. Contingency Account

The Contingency Account in 1987 was approved at $50,105.7 thousand. An amount of $25,939.6 thousand was provided for salary and fringe benefit rate increases for Metropolitan departments, the Licensing and the Police Commissions, the Metropolitan Toronto Library Board, and the Metropolitan Zoo. An additional amount of $18,528.0 thousand was transferred from the 1987 Contingency Account to various departmental accounts, after approval by Council, in order to fund programs in these departments. The balance of $5,638.1 thousand contributes to the 1987 surplus. It is important to remember that for reporting purposes the 1987 actual for Contingency is shown as zero since transfers required from Contingency are subsequently reflected in various departmental accounts, and the balance remaining in Contingency at year-end becomes part of the Corporate Surplus.

An amount of $40,394.0 thousand has been provided in the 1988 Contingency Account. This year, Contingency contains provision for wage and fringe benefit adjustments for the Metropolitan Toronto Police and the Metropolitan Toronto Library Board. As a result of a two-year settlement, other individual Departmental budgets contain salary provisions for 1988. The 1988 Contingency also provides for items which the Budget Sub-Committee removed from the estimates of individual departments because actual expenditure of the amounts in 1988 is uncertain. It should be noted that as the size of the Metropolitan Operating Budget increases, it is necessary to provide for an additional margin of corporate contingency.

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7. Establishment of Strength

Schedule H shows the establishment of strength levels for all Departments, Boards and Commissions, and compares the recommended levels for 1988 to the approved establishment as at January 1, 1988. In 1988, the total establishment is estimated to increase by 1,038 positions. The major sources for this increase include 573 positions in the Toronto Transit Commission, 151 positions in the Community Services Department, 82 positions for the Metropolitan Toronto Police and 83 positions for the Works Department. Of the 1,038 positions recommended for funding, 159 represent conversions of temporary staff to permanent. Another 339 positions represent staff to be assumed by the Toronto Transit Commission upon the takeover of the Wheel Trans operations. Increases in establishment within the Corporation have also been reviewed and recommended by the Management Sub-Committee.

E. 1988 Estimate Increases Over 1987 Actual Amounts

1. The foregoing review has addressed the budget increases on an estimate to estimate basis. An essential component of any budget analysis, however is a comparison of the major elements contributing

to the total increase in the gross and net expenditure with the corresponding actual amounts expended in the prior year. The summary schedule below and the accompanying text detail these increases for the 1988 Metro budget on a departmental or agency basis.

GROSS AND NET EXPENDITURE ESTIMATE INCREASES IN 1988 OVER 1987 ACTUAL AMOUNTS

($000's)

		Funding Increase/(Decrease) In 1988 Over 1987 Actual Expenditure	
		Gross	Net
1.1	Community Services Department	76,374.2	14,420.3
1.2	Toronto Transit Commission	24,832.5	13,799.2
1.3	Metropolitan Toronto Police	18,950.2	18,585.5
1.4	Works Department - excluding Water Supply	10,745.1	(2,977.9)
1.5	Roads and Traffic Department	5,158.8	4,463.9
1.6	Ambulance Services Department	4,822.8	3,317.8
1.7	Parks and Property Department	4,790.6	2,121.2
1.8	Sundry at Large *	43,804.3	43,804.3
1.9	Other (including Capital Financing)	13,802.8	14,239.8
	Sub-Total	203,281.3	111,774.1
1.10	Increase in Unallocated Revenue	-	(9,714.2)
	Total Expenditure Increase	203,281.3	102,059.9

* The 1987 Actual Expenditure for Sundry at Large includes contingency expenditure as zero (1987 Estimate $50,105.7 thousand). This occurs because transfers from Contingency are subsequently reflected in departmental accounts and any balance becomes part of the surplus.

The increase in the 1988 total gross expenditure estimate is $203,281.3 thousand or 12.3 per cent greater than the 1987 Actual. The increase in the net expenditure is $102,059.9 thousand or 14.5 per cent higher than the 1987 Actual. Higher expenditures by the Community Services Department, the Toronto Transit Commission, the Metropolitan Police Commission, and in the Corporate Sundry at Large Account are responsible for most of the increase.

1.1 Community Services Department

$76,374.2 thousand or 13.7% increase - Gross
$14,420.3 thousand or 15.3% increase - Net

The gross expenditure increase can be attributed primarily to: a General Welfare Assistance caseload growth of 2.0 per cent; an 8.2 per cent increase in the cost per case and substantial increases in special assistance/supplementary aid resulting from an increasing refugee component of the caseload; a 22.8 per cent increase in bed-nights of care in the Hostel Program; the annualization of 2,000 day care spaces added in 1987 and a further expansion of 2,000 spaces in 1988; increased resident care requirements in the Homes for the Aged; the addition of the Ontario Non-Profit Housing Portfolio; the establishment of the Housing Development Corporation and Life Safety improvements in housing complexes. Provincial grants are estimated to increase by 15.4 per cent over the 1987 actual, while other revenue is expected to increase by 7.3 per cent.

1.2 Toronto Transit Commission

$24,832.5 thousand or 15.2% increase - Gross
$13,799.2 thousand or 17.4% increase - Net

For the second consecutive year, the TTC experienced substantially higher than budgeted ridership. The associated increase in fare box revenue reduced the municipal subsidy required in 1987 by $6,729.0 thousand (net). Re-establishing the municipal share to its budgeted level is the single largest contributor to the 1988 increase. Costs associated with the operation and takeover of the Wheel Trans service account for $2,520.7 thousand (net). The remaining increases are attributable to employee wage and benefit costs, enhancements in vehicle maintenance, major projects and expenses to accommodate a 1.3 per cent growth in ridership.

1.3 Metropolitan Toronto Police

$18,950.2 thousand or 5.0% increase - Gross
$18,585.5 thousand or 5.6% increase - Net

The increase is due mainly to costs for additional staff, annualization of current staff, the impact of the 1987 salary and fringe benefit arbitration award, the move to the new Headquarters, increased maintenance requirements, increased vehicle replacement costs, and provision for the Economic Summit. An additional contributing factor is the ongoing development and implementation of technology-related projects.

The forecasted increase in operating revenue is 0.7 per cent. Provincial grants are estimated to increase by only 0.73 per cent.

1.4 Works Department - excluding Water Supply

$10,745.1 thousand or 10.6% increase - Gross
($2,977.9) thousand or 10.9% increase - Net Revenue

Higher operating costs result from increases in establishment, chemicals, new and replacement equipment, haulage, maintenance and inspection requirements and increased or improved space and facilities. Revenue is up due to increased tonnage at transfer station facilities and the sewer surcharge on water sales.

1.5 Roads and Traffic Department

$5,158.8 thousand or 10.0% increase - Gross
$4,463.9 thousand or 13.9% increase - Net

The largest component of the increase, $3.6 million, gross and net is attributable to significant under-expenditures for winter maintenance and for various contracted maintenance activities in 1987. The remainder of the increase is due primarily to costs for additional staff, permanent and temporary, annualization and increments, additional signals and signs, pedestrian cross-over requirements, repair of utility cuts and general increases in contracted services. Provincial subsidy is anticipated to increase by 4.6 per cent.

1.6 Ambulance Services Department

$4,822.8 thousand or 10.5% increase - Gross
$3,317.8 thousand or 17.0% increase - Net

The primary reasons for the increase in the 1988 Estimate over the 1987 Actual are: staff costs relating to new positions being recommended in 1988; annualization of positions; and under-expenditure on ambulance and paramedic staff in 1987. In addition, the purchase of certain telecommunications equipment has been deferred from 1987 to 1988 and additional equipment is being recommended for 1988.

1.7 Parks and Property Department

$4,790.6 thousand or 11.9% increase - Gross
$2,121.2 thousand or 13.0% increase - Net

The major items contributing to the gross increase are: caretaking and maintenance costs of new and existing Police facilities; increased provision for Workers' Compensation costs; maintenance costs for new parkland and improvements to existing sites; and required upgrading to the ferry fleet. A larger proportion of non-recoverable costs resulting from the addition of new parkland and vacant Police facilities account for the higher increase in net expenditure over the 1987 Actual.

1.8 Sundry at Large

$43,804.3 thousand - Gross/Net

As explained in Section D above, the 1987 Actual for Contingency is shown as zero since amounts required from Contingency have either been charged against the appropriate departmental accounts or included as part of the Corporate Surplus.

1.9 Other (Including Capital Financing)

Capital from Current

$1,198.4 thousand or 2.2% increase

Capital Financing comprises debt charges and capital financed directly from the current levy. Schedule I shows the 1988 allocation of the 6 mills set aside from the current levy for capital expenditure purposes. Capital from Current financing increases by 2.2 per cent over both the 1987 Estimate and the 1987 Actual. The distribution has been revised from that contained in the Preliminary 1988 Operating Budget on the basis of the Capital Works Program approved by Council on February 2, 1988, and the revised total unweighted assessment increase. According to Council policy, the 6 mill capital-out-of-current contribution and the available draw from the capital Financing Stabilization Reserve shall not exceed fifty per cent of the net estimated capital expenditure after deduction of excess sinking and program reserve funds. The remainder is financed through issuance of debentures.

In 1987, there was a total contribution of $7,965.9 thousand from the Capital Financing Stabilization Reserve (for General Purposes) as a result of the application of the 50 per cent capital-from-current financing policy. Section 10 of Volume I highlights 1988 reserve activity.

Debenture Debt Charges

$3,745.2 thousand or 3.9% increase - Gross
$3,444.0 thousand or 3.7% increase - Net

Debt Charges to be paid by departments and agencies in 1988 are shown in the Departmental or Agency Appropriations Summaries in Section 4 of this Volume. The total 1988 gross amount (excluding Water Supply) is $100,135.7 thousand. The estimated debt charges have been revised from those contained in the Preliminary 1988 Operating Budget on the basis of the Capital Works Program approved by Council on February 2, 1988, and more recent capital market conditions. (See Schedule J.)

Other Departments and Agencies

$13,802.8 thousand - Gross
$14,239.8 thousand - Net

This is the sum of the increases in all the remaining departments and agencies not detailed above (eg. General Government, Planning Department, etc.).

Unallocated Revenue

$9,714.2 thousand or 6.3% increase

This category reports the increase in revenue not allocated for specific services. A change in the Provincial allocation formula has contributed to an increase in the General Support Grant. Revenue from Parking Violation Tags is anticipated to be greater as a result of increases in fines for certain violations and more enforcement staff.

F. Other Budget Items

1. Water Supply System

All figures contained in this report relate solely to the Metropolitan General Levy and do not include amounts required for the operations of the Water Supply Division of the Works Department. The Water Supply system is entirely financed by the sale of water at wholesale rates established by Metropolitan Council.

The 1988 Water Supply budget shows that revenues will exceed expenditures by $4,461.2 thousand, including capital financing costs.

2. Metropolitan Toronto School Board Estimates

It is expected that the 1988 levy requirements of the Metropolitan Toronto School Board will be approved by the Board on April 19, 1988. The tax levy requirement of the Board would then be presented to Metro Council on April 26, 1988.

G. Recommendations of the Budget Sub-Committee

1. Specific Recommendations from the Budget Review Process

The following recommendations were adopted by the Budget Sub-Committee as a result of the budget review process. The recommendations are in summary form and further details may be obtained by referring to the Budget Sub-Committee Members' Review Reports in Volumes II and III.

It is recommended that:

A. Chief Administrative Officer's Department

- the Chief Administrative Officer report to the Management Sub-Committee prior to the 1989 budget review process on the scope of Metropolitan involvement in cultural activities, the anticipated future costs and benefits the recommended activities will bring to Metropolitan Toronto as well as the appropriateness of the Director of Cultural Affairs reporting to a Standing Committee of Metropolitan Council. The terms of reference for the study should be brought to the Sub-Committee before June, 1988;

- the Department investigate renting additional office space, if required, in conjunction with another department that is considering relocation;

B. Management Services Department

- the Commissioner of Management Services submit to the Budget Sub-Committee for its information by June 1, 1988, a detailed five year financial plan for the Central Mapping Agency in constant dollars;

- the Commissioner of Management Services submit a report to the Budget Sub-Committee by June 1, 1988, on the advisability of Metro continuing to fund directly, 20 per cent of the cost of municipal base mapping;

- Management Services Department review the procedures used for estimating Central Accounting System production and maintenance expenditures;

- the Commissioner of Management Services submit to the Budget Sub-Committee no later than June 1, 1988, detailed criteria for the selection of microcomputer equipment by Metro departments;

- Management Services Department maintain detailed records on the purchase and deployment of all microcomputers and associated equipment which are part of the Office Automation Equipment Pool;

- in the event that the Office Automation Equipment Pool pilot project is discontinued, any funds in the reserve be allocated to general corporate revenues and that outstanding equipment be permanently transferred to the department that originally requested the equipment;

- with respect to Management Services Department's own microcomputer requirements, the Department justify all acquisitions in the same manner as other departments and that the deployment of approved equipment within the Department be recorded in the manner recommended for other departments. All purchases of Departmental equipment should be processed through the pool;

- the Commissioner of Management Services, in consultation with Department Heads report to the Budget Sub-Committee, no later than June 1, 1989, on the advisability of continuing the Office Automation Equipment Pool;

- Management Services Department submit with their 1989 budget submission a copy of the Three Year Systems Activity Plan for each department;

- Management Services Department review the process of notifying client departments/agencies of estimates of computer and printing and graphics charges;

- the Commissioner of Management Services review and report to the Budget Sub-Committee no later than June 1, 1988, on the chargeback formula used in Technical Services;

- the Commissioner of Management Services investigate the possibility of amalgamating the Departmental Library function with the Municipal Reference Library at Toronto City Hall, in consultation with the Metropolitan Toronto Library Board;

C. Clerk's Department

- the Director of Records Management and Metropolitan Archivist be directed to report to the Budget Sub-Committee by September 1988 on the total corporate cost of implementing the records management program with a breakdown of resource requirements;

- all reports to Metro Committees regarding the Archives and Records Management programs be first reviewed with the Budget Sub-Committee Member, whether or not there are financial implications;

D. Legal Department

- the Legal Department investigate the feasibility of increasing service charges for those departments which receive a substantial Provincial subsidy, to approximate more closely the cost of services provided;

- the Department review its equipment rental contracts to determine if savings can be effected by use of longer term agreements;

- the Metropolitan Solicitor meet with the Provincial authorities to expedite the amendment of Section 186 of the Municipality of Metropolitan Toronto Act, and discuss with the Metropolitan Treasurer revised collection procedures for existing fines;

- in conjunction with the review to be undertaken by the Management Services Department, the Legal Department investigate pooling of clerical staff, taking into account the configuration of new equipment to be purchased;

E. Personnel Department

- the Chief Administrative Officer review the Corporation's policy of accounting for Provincial reimbursements to the Community Services Department for work performed by the Personnel Department;

F. Treasury Department

- prior to the 1989 budget cycle, staff of the Budget Analysis and Internal Control Division submit a detailed report to the Budget Sub-Committee Member, regarding the Division's long term information processing plan;

- Department staff submit a detailed report to the Budget Sub-Committee Member by July 1, 1988, which evaluates the Pension system alternatives under review, and details the desired course of action for the Pension Division;

- the Commissioner of Finance submit a report jointly to the Budget and Management Sub-Committees before July 1, 1988, which addresses the budgetary implications of implementing the recommendations of the Operations and Management Review and the Information Needs and Systems Review;

- the Commissioner of Finance submit a report to the Budget Sub-Committee Member by September 1, 1988, respecting the Risk Manager position which: details the nature and quantity of workload in the area of corporate insurance responsibilities, identifies the need, if any, for additional professional and technical expertise during 1988 and beyond; and examines the possibility of phasing out funding currently being provided for the Department's Insurance Consultant;

- during 1988 and prior to submission of the 1989 budget, Department staff submit to the Transportation Committee and Budget Sub-Committee a comprehensive progress report detailing all aspects of the Parking Tag Operations function as assumed and implemented by the Corporation, including revenue;
- by July 1, 1988, staff submit a report to the Budget Sub-Committee which addresses the feasibility of recouping lost revenue, i.e. unpaid parking tag fines, by an outside collection agency or by other means;
- by July 1, 1988, Department staff submit a report to the Budget Sub-Committee member on the results of the time recording pilot study identifying the potential savings in staff time which may accrue corporately as a result of further time recording unit installations;

G. Police Commission

- prior to submission of 1989 budgets, Parks and Property Department and Police Force staff, submit a joint report to the Budget Sub-Committee, which details and justifies the caretaking/maintenance requirements and identifies the annualized costs for the new Police Headquarters building at 40 College Street;
- prior to submission of the 1989 budget, Police staff submit a detailed report on the pilot study of the Deployment Analysis System to the Treasury Department, which identifies and justifies costs, and sets out an implementation schedule;

- Police staff submit a report on the results of the current analysis of options respecting the relocation of E911 services with the 1989 budget submission;

- the Chief of Police be requested to review the potential savings of $3,400.0 thousand under the Provincial Offenses Act II, and report jointly with the Treasury Department in regard to Parking Tag Operations to the Transportation Committee and Budget Sub-Committee, prior to the commencement of the 1989 budget process;

H. Metropolitan Toronto and Region Conservation Authority

- final costs of the Cold Creek Conservation Area sound reduction project be discussed with Treasury Department staff prior to any financial commitments being made;

- commencing in 1989, the Conservation Education program's major maintenance costs be funded on the same basis as its operating costs;

- a three year management profitability plan for the Food Services program be submitted with the Authority's 1989 budget request;

- the terms of the proposed major maintenance reserve be submitted to Treasury Department staff for review prior to the commitment of any funds;

I. Roads and Traffic Department

- during 1988, an Establishment Review of the Roads and Traffic Department be undertaken by the Personnel and Roads and Traffic Departments, and an interim report be submitted to the Budget Sub-Committee Member by July 1, 1988, which: details the steps taken to resolve the identified problems; indicates the successes to date; and, which establishes a clear plan for the future to ensure a lower and more reasonable vacancy level. Any position vacant since 1986 and not filled by July 1, 1988, be deleted from the Roads and Traffic Department's permanent establishment, pending satisfactory justification for the position's retention;

- a Winter Maintenance Reserve based on the average of costs over a six year period be established; and that the Department's Administrative staff develop the requirements and conditions of the Reserve and report to the Budget Sub-Committee Member by July 1, 1988, prior to implementation in 1989;
- a detailed review and justification of the Permit Section System Development Plan be included in the Department's 1989 Estimate; and, staff submit an interim report to the Budget Sub-Committee Member by July 1, 1988, which details the progress to date of the Permit Section review, and discusses the future of the system being developed;

J. Toronto Transit Commission

- subject to continuation of Provincial cost sharing, concession fares paralleling those offered on the conventional transit system be offered on the Wheel Trans services commencing on or after May 1, 1988;
- any unbudgeted increase in Wheel Trans service be limited to that achieved through higher than budgeted productivity;

K. Works Department

- the Works and Personnel Departments identify a management team whose responsibility will be to fill all Works Department vacancies as soon as possible;

- the Works Department report to the Works Committee on the need to establish a Water Pollution Control Equipment Replacement Reserve prior to the 1989 budget submission;

L. Community Services Department

- prior to the 1989 budget submission, staff of the Department report to the Budget Sub-Committee on the funding requirements for the Habitat Services Program in 1989. This report should include the relevant costs, accommodation levels expected and the assumptions and rationale used to determine and support these levels;

- prior to the 1989 budget submission, the Department review the practice of segregating costs for its Domestic Response Team and related program areas, and attempt to consolidate costs and funding sources;

M. Metropolitan Toronto Zoo

- prior to submitting the 1989 Operating Budget, Zoo staff review the Phase Two computer equipment needs to determine that the second phase as currently planned is still the most cost effective option;

N. Metropolitan Toronto Library Board

- new revenue and expenditure accounts be established for the proposed Literacy Program, in consultation with the Metro Treasury Department; and, in any agreement that may be reached with the Province respecting the proposed Literacy Program, the Board ensure that the Library could easily extricate itself from all staffing and financial commitments in the event that the Province or the Board opted to end involvement with the program;

- Library staff examine the feasibility of extricating the Library from an agreement whereby the Board pays for communication lines which link libraries in Area Municipalities to a computerized Inter-library Loan System;

O. Exhibition Place

- Exhibition Place staff develop a policy which establishes guidelines for the classification of expenditures as capital or operating in nature, and report to the Budget Sub-Committee Member prior to submission of the 1989-1993 Capital Works Program;

- the Management Services Department be requested to conduct a study on the agency's Electronic Data Processing needs and report their recommendations to the Budget Sub-Committee Member by July, 1988;

P. The Guild

- when the Cultural Department feasibility study is submitted to Metro Council, full details of the proposed maintenance and restoration of art pieces be attached;

- the Board of Management negotiate with the Ontario Heritage Foundation for the funding of curatorial staff to ensure continued maintenance of the art collection, virtually all of which is owned by the Ontario Heritage Foundation. The inclusion of curatorial staff in the permanent establishment be deferred until the results of the Cultural Department feasibility study have been reviewed and approved;

- should the results of the review of 1987 Guild Inn expenditures currently being conducted by the Metropolitan

Auditor indicate that certain expenditures are more properly expenditures for the account of CN Hotels than for the Guild Inn, then the Board seek to recover these expenditures from CN Hotels;

Q. Parks and Property Department

- prior to the submission of the 1989 Operating Budget, the Department report to the Budget Sub-Committee member regarding the benefits of maintaining a central service area. Also, during 1988, the Department develop a formal policy regarding the replacement of all vehicles and equipment for review by the Budget Sub-Committee Member;

- the Department justify the use of consulting services for future operating budgets by detailing the reasons and benefits for requiring consultants' services;

- during 1988, the Department undertake a joint study with staff of the Police Commission to assess the caretaking/maintenance requirements of the new Police Headquarters, and, the results of this study be submitted to the Budget Sub-Committee for review prior to the submission of the 1989 Operating Budget;

- the Department reassess the profitability of ferry and charter service expansion after the 1988 experimental period, taking into consideration the impact on administrative workload; and, that a report detailing all direct and indirect costs be submitted for review by the Parks, Recreation and Property Committee prior to requesting approval for expansion of this service;

- the Treasury, and Parks and Property Departments review the practicality of capturing fringe benefit costs for temporary staff to facilitate future determination of funding levels;

R. Planning Department

- the Planning Department prepare for the 1989 budget cycle an "automation report" on the Department's systems objectives as they pertain to particular programs;

S. Sundry At Large

- during 1988, Metro share 63.0 per cent of the cost of the City of Toronto Purchasing Division based on the proportion of vouchers issued on behalf of Metro and that during 1988, the Metropolitan Treasurer evaluate alternate cost sharing arrangements;
- a Reserve for Leasing Automated Office Equipment be established to finance all costs and receive all revenue associated with the operation of the Office Automation Equipment Pool;
- the Metropolitan Treasurer review the allocation of liability charges to ensure that all appropriate costs are fully charged to the insured departments based on their risk and/or claims experience;

T. Grant Programs

- when funding approval is sought, special cultural grants be categorized separately from other cultural grant payments;
- during 1988, the Metro Toronto Recycling Committee review its advertising strategy in relation to the advertising issued by recycling programs in Metropolitan Toronto in order to ensure a coordinated and effective promotional program;

- further funding for the special education initiative of the Metro Committee on Public Violence Against Women and Children be based upon a review of the program's final design, operation and objectives;

- the annual grant to the Royal Agricultural Winter Fair include funds sufficient for the set-up and take-down of any installations described in the agreement between the Royal Agricultural Winter Fair Association and the Board of Governors of Exhibition Place and that no funds be released to the Royal Agricultural Winter Fair Association until a signed copy of the agreement with the Board of Governors of Exhibition Place has been received by the Metropolitan Treasurer;

- consideration be given to funding the Homesharing program from the Community Services Department Estimates for 1989; and

- any post-1988 funding for the Assaulted Women's Helpline be provided from the Community Services Department Estimates.

2. Recommendations of the Budget Sub-Committee at its Meeting of March 25, 1988

- During its review of the 1988 Operating Budget on March 25, 1988, the Budget Sub-Committee recommended that:

A. Toronto Transit Commission

- as a result of recent revisions in projected ridership for 1988, gross expenditures of the Toronto Transit Commission be decreased by an amount of $1,078.9 thousand and Provincial grants be decreased by $186.0 thousand;

B. Exhibition Place and Sundry at Large

- the Net Operating Income of Exhibition Place be decreased by $75.0 thousand to provide for Treasurer's expenses; a corresponding decrease be made to the Corporate Contingency Account;

C. Police Commission

- the Metropolitan Council request the Province of Ontario to increase the household grant for policing by the rate of inflation;

D. Capital from Current

- the 1988 Capital from Current allocation be revised as detailed in Schedule I and in the Summary of Appropriations section of Volume I; and

E. Debt Charges

- 1988 Debt Charges be revised as detailed in Schedule J and in the Summary of Appropriations section of Volume I.

D. Richmond

D.E. Richmond
Chief Administrative Officer

SCHEDULE A

BUDGET SUB-COMMITTEE MEMBERS' RESPONSIBILITIES

Mayor Johnson

- Community Services
- Personnel
- Chairman's
- Council
- Convention and Visitors Association

Controller Morrish

- Parks and Property
- Conservation Authority
- O'Keefe Centre
- The Guild

Controller O'Brien

- Management Services
- Clerk's
- Legal
- Treasury
- Roads and Traffic

Councillor Rowlands

- Toronto Transit Commission
- Zoo
- Children's Aid Societies
- Exhibition Place
- Chief Administrative Officer's

Mayor Tonks

- Sundry at Large
- Grant Programs
- Unallocated Revenue
- Ambulance Services
- Works
- Audit

Controller Yuill

- Planning and Redevelopment
- Police
- Library Board
- Licensing Commission

SCHEDULE B

COMPARATIVE STATISTICS
(ESTIMATE/ESTIMATE)

	1983 Estimate	1984 Estimate	1985 Estimate	1986 Estimate	1987 Estimate	1988 Estimate (Recommended)
Gross Expenditure * ($ millions)	1,207.5	1,313.4	1,404.7	1,521.6	1,688.5	1,861.5
$ Increase over Prior Year *	146.8	105.9	91.3	116.9	166.9	173.0
% Gross Expenditure Increase *	13.8	8.7	7.0	8.3	11.0	10.2
% Increase in Provincial Grants and Subsidies *	18.4	5.9	8.7	9.1	13.4	12.4
% Increase in Other Revenue *	26.6	7.1	10.8	13.7	12.6	16.6
Net Expenditure	571.2	636.6	663.9	701.8	761.1	805.4
$ Increase in Net Expenditure	35.8	65.4	27.3	37.8	59.3	44.3
% Net Expenditure Increase	6.7	11.4	4.3	5.7	8.5	5.8
Surplus from Previous Year ($ millions)	33.5	39.3	35.5	37.8	52.6	57.7
General Levy	537.7	597.3	628.4	663.9	708.5	747.7
$ Increase over Prior Year	51.1	59.6	31.1	35.5	44.6	39.2
% General Levy Increase	10.5	11.1	5.2	5.7	6.7	5.5
% Increase in Assessment	1.6	2.1	1.4	1.3	1.5	2.3
% Mill Rate Increase	8.7	8.8	3.7	4.2	5.1	3.2
% Increase in Consumer Price Index	6.0	4.8	3.9	4.7	5.6	5.2

* Since the 1985 Estimate included the Housing Company's gross expenditures and revenues for the first time, all the previous years' estimates have been increased accordingly for comparison purposes to include the Housing Company. It should be noted that the Corporate net expenditures are not affected by this change.

SCHEDULE C

1988 ESTIMATE
MAIN REASONS FOR INCREASE OVER THE 1987 ESTIMATE

	(In $Millions)	% Increase
1988 Recommended Gross Expenditure Estimate	1,862.6	
1987 Approved Gross Expenditure Estimate	1,688.5	
Increase	174.1	10.3
1988 Recommended Net Expenditure Estimate	806.3	
1987 Approved Net Expenditure Estimate	761.1	
Increase	45.2	5.9

		Gross (in $Millions)	Net (in $Millions)
1.	Inflation	65.0	32.5
2.	Social Services - rate and caseload increase	31.4	6.3
3.	Metro Hall Reserve Fund	30.0	30.0
4.	Day care expansion (2,000 spaces) and annualization (2,000 spaces)	15.7	3.2
5.	Police - staff annualization and increments	5.7	5.7
6.	Hostel operations	5.3	1.1
7.	Additional TTC service kilometrage	5.3	0.9
8.	Wheel Trans operations	4.8	2.4
9.	Refuse Disposal	4.3	(1.5)
10.	Homes for the Aged - increased level of care	3.9	1.2
11.	Water Pollution Control	2.7	(10.8)
12.	Police - additional cost of move to Headquarters	2.0	2.0
13.	Management Services - increase in computer systems and mapping	1.7	0.9
14.	Additional Police staff	1.5	1.5
15	Economic Summit	1.5	1.5
16.	Other Departmental/Agency	3.3	2.3
17.	Arbitration and Legislation Contingency Reserve	(7.0)	(7.0)
18.	Debenture Redemption Reserve	(3.0)	(3.0)
19.	Parking Violation Tags	-	(10.9)
20.	General Support Grant	-	(6.1)
21.	Interest Earnings	-	(4.0)
22.	Share of Supplementary Taxes	-	(3.0)
	Total Increase in Expenditure	174.1	45.2

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

I. Metro Departments

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Council		24.2			- membership fees
		24.2		1.6	
C.A.O.'s		190.4			- annualization and additional temporary staff
			32.7		- staff annualization
		52.6			- printing
		243.0	32.7	15.7	
Management Services		633.6			- computer systems activities for client departments/ agencies
	546.0				- Human Resources Information System
		497.3			- mapping for Metro departments/agencies and outside agencies
			194.2		- staff annualization
	121.6				- new programming language
	667.6	1,130.9	194.2	14.4	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Chairman's Office		23.1			- additional permanent staff
			32.7		- staff annualization and upgrading
		20.0			- advertising and promotion
		40.0			- printing
		83.1	32.7	7.4	
Clerk's		41.6			- additional permanent staff
			47.5		- staff annualization
		39.2			- MSD consulting charges
		80.8	47.5	7.2	
Legal	168.8				- outside Legal Counsel
		68.7			- additional staff and upgrading
		60.5			- services and rents
			63.1		- staff annualization
	168.8	129.2	63.1	10.8	
Personnel		195.6			- additional permanent staff
			212.9		- staff annualization
		51.5			- office space
		247.1	212.9	9.2	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE
NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Treasury			270.0		- Parking Tag operations
		139.0			- Parking Tag function (Phase II)
		38.4			- Central Payroll-MSD costs
	50.0				- Economic Summit
		74.7			- additional permanent staff
			322.3		- staff annualization
		25.8			- CAS production and maintenance
	50.0	277.9	592.3	12.5	
Roads & Traffic	210.0				- Pedestrian Crossover Standardization
	250.0				- Spadina LRT signalization
		235.6			- additional temporary staff
			231.8		- staff annualization
			200.0		- utility cuts
	100.0				- landscaping study
	135.0				- overhead expressway guide signs
	695.0	235.6	431.8	2.5	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Works					
- Refuse Disposal		911.6			- additional permanent staff
			420.0		- staff annualization
		662.6			- equipment - landfill sites
		584.1			- equipment replacement reserve
- Water Pollution Control		807.6			- additional staff
			885.2		- staff annualization
		507.8			- machinery and equipment
		383.5			- professional and technical services
	350.0				- security services - Main Plant
	350.0	3,857.2	1,305.2	5.4	
Ambulance Services		392.7			- additional permanent staff
			443.2		- annualization of positions added in 1987
		125.0			- replacement of radio/telephone equipment in control centre
		517.7	443.2	2.0	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Community Services					
- Administration		261.6			- additional permanent staff
		219.0			- additional temporary staff
	91.3				- new video projects
- Policy & Planning		413.2			- enriched grant allocations (incl. Domestic Response Team grant)
- Purchased Services			178.0		- annualization and expenses of Habitat Services program
		190.5			- increased agency payments
- Hostels			5,345.3		- increase in usage of Metro - operated & purchased service hostels
- Social Services			31,399.4		- rate & caseload increase
- Children's Services		9,600.0			- expansion of 2,000 spaces
			6,104.2		- annualization of 2,000 spaces
- Homes for the Aged		3,881.3			- increased level of care
	443.6				- new occupation therapy
			795.7		- staff annualization
- Housing	4,561.7				- addition of Ontario Non-Profit portfolio
			507.0		- annualization of Sherwood project

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Community Services - Housing (cont'd)		5,100.0			- life safety program & Admin Support services due to expanded service delivery
		686.9			- Central Registry
	659.1				- creation of Metro Toronto Housing Development Corporation
	5,755.7	20,352.5	44,329.6	12.6	
Parks and Property	1,382.0				- new Police Headquarters (recovered 100% from Police)
	499.9				- new parkland facilities
		200.0			- Toronto Islands improvements
		192.8			- increased benefits for temporary employees
		350.0			- WCB costs
			287.4		- staff annualization
		168.4			- equipment
	1,881.9	911.2	287.4	7.6	
Planning	40.0				- transportation model
	40.0			1.0	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Sundry at Large		16,302.9			- Contingency
	30,000.0				- Metro Hall Reserve Fund
		1,400.0			- Interest on temporary financing
		(7,000.0)			- Arbitration & Legislation Contingency Reserve
		(3,000.0)			- Debenture Redemption Reserve
	30,000.0	7,702.9		47.7	
Grant Programs		379.0			- Cultural Services Grants - General and Major Four
		225.4			- Social Services - General Grants
		74.7			- Community & Neighbourhood Grants
		679.1		5.2	
TOTAL DEPARTMENTS	39,609.0	36,472.5	47,972.6	14.9	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Agency's Gross Expenditure excluding Capital Financing)
($000's)

II. Boards/Commissions/Agencies

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Licensing		148.0			- reallocation of Falstaff inspection costs
		148.0		2.6	
Police			5,666.3		- staff annualization and increments
		1,453.9			- additional permanent staff
		2,023.1			- provision for move to new Headquarters
	1,382.0				- new Headquarters care-taking/maintenance
		905.2			- new and replacement motor vehicles
	811.0				- Economic Summit
	75.0				- re-evaluation of computer hardware
	2,268.0	4,382.2	5,666.3	3.2	
Conservation Authority		(400.0)			- Keating Channel
		412.0			- Conservation Area Development
		302.9			- additional permanent staff and conversions

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Agency's Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Conservation Authority (cont'd)		163.0			- flood plain mapping
	90.0				- Kortright Centre Renewable Energy Program
	90.0	477.9		2.8	
T.T.C.		5,258.1			- kilometrage and service changes
			4,662.9		- equipment, plant and administrative program costs
	3,237.0				- major projects and non-recurring maintenance
		1,670.5			- provision for injuries, damage claims, and insurance
			1,043.5		- annualization Wheel Trans service expansion
	960.8				- Wheel Trans takeover
		874.4			- Wheel Trans service expansion
	4,197.8	7,803.0	5,706.4	3.4	
Library Board			207.8		- Library materials
		241.4			- main floor renovation
		241.4	207.8	2.4	

SCHEDULE D

MAJOR CONTRIBUTORS TO 1988 INCREASE NEW PROGRAMS, ENHANCEMENTS TO EXISTING PROGRAMS AND ANNUALIZATIONS

(Agency's Gross Expenditure excluding Capital Financing)
($000's)

	New Programs	Major Enhancements/ Expansions	Annualization of 1987 Programs/ Volume	% over 1987 Estimate	Reason
Zoo	450.0				- Koala exhibit
	50.0				- animal demonstration exhibit
	193.5				- computer equipment
		185.0			- additional temporary staff
			96.7		- staff annualization
	693.5	185.0	96.7	7.2	
Metro Toronto Convention and Visitors Association	404.2				- office relocation
			69.3		- staff annualization
		83.0			- additional permanent staff
	404.2	83.0	69.3	5.6	
O'Keefe		1,224.7			- show expenses
		1,224.7		26.1	
TOTAL AGENCIES (as listed above)	7,653.5	14,545.2	11,746.5	3.3	

Note: Additionally, inflation accounts for approximately $65.0 million of the increase in Metro's gross expenditure.

SCHEDULE E

PROVINCIAL GRANTS AND SUBSIDIES RECEIVED BY METRO, 1984-1988

($000.0's)

	1984 Actual	1985 Actual	1986 Actual	1987 Actual	1988 Estimate (Rec.)	% Increase/ (Decrease) 1984-1985	% Increase/ (Decrease) 1985-1986	% Increase/ (Decrease) 1986-1987	% Increase/ (Decrease) 1987-1988
Unconditional Grants:									
General Household	25,122.8	25,274.5	25,427.0	25,661.3	25,843.1	0.6	0.6	0.9	0.7
Police Household	39,355.3	42,124.2	42,378.4	42,768.8	43,071.8	7.0	0.6	0.9	0.7
General Support	40,337.3	44,360.1	49,217.3	53,541.9	59,681.9	10.0	10.9	8.8	11.5
Resource Equalization	4,116.2	4,238.8	2,953.0	0.0	0.0	3.0	(30.3)	-	-
Revenue Guarantee	0.0	0.0	0.0	403.3	0.0	-	-	- -	-
Total Unconditional Grants	108,931.6	115,997.6	119,975.7	122,375.3	128,596.8	6.5	3.4	2.0	5.1
Conditional Grants	330,315.0	357,981.5	404,392.0	473,983.2	539,085.4	8.4	13.0	17.2	13.7
Total	439,246.6	473,979.1	524,367.7	596,358.5	667,682.2	7.9	10.6	13.7	12.0

SCHEDULE F

ASSESSMENT GROWTH IN METRO 1985-1988

Area Municipality	1985 Weighted Assessment* $	1985 % of Total	1986 Weighted Assessment $	1986 % of Total	1987 Weighted Assessment $	1987 % of Total	1988 Weighted Assessment $	1988 % of Total	% Increase/ (Decrease) 1985-1986	% Increase/ (Decrease) 1986-1987	% Increase/ (Decrease) 1987-1988
City of Toronto	3,314,333,696	40.71	3,338,279,679	40.46	3,383,181,208	40.39	3,431,150,015	40.04	0.7	1.3	1.4
City of North York	1,870,768,870	22.98	1,886,365,049	22.86	1,907,838,282	22.77	1,988,940,960	23.21	0.8	1.1	4.3
City of Scarborough	1,221,232,823	15.00	1,256,924,823	15.23	1,288,897,898	15.39	1,345,218,136	15.70	2.9	2.5	4.4
City of Etobicoke	1,179,639,852	14.49	1,212,370,278	14.69	1,239,365,372	14.79	1,252,823,394	14.62	2.8	2.2	1.1
City of York	296,648,974	3.64	296,687,396	3.60	296,223,920	3.54	290,682,604	3.39	0.0	(0.2)	(1.9)
Borough of East York	259,214,587	3.18	261,029,879	3.16	261,734,322	3.12	260,590,814	3.04	0.7	0.3	0.0
Total	8,141,838,802	100.00	8,251,657,104	100.00	8,377,241,002	100.00	8,569,405,923	100.00	1.3	1.5	2.3

* Weighted assessment is used to apportion the Metro General Levy among the Area Municipalities.

SCHEDULE G

1987 SURPLUS BY SOURCE AND MAJOR REASON

SOURCE	SURPLUS/(DEFICIT) AMOUNT ($ Millions)
METRO DEPARTMENTS	
Works - excluding Water Supply	6.6
- $3.8 million due to higher net revenue from increased tonnage at landfill sites and transfer stations.	
- $2.9 million due to higher than projected revenue from the surcharge on the sale of water.	
Community Services	6.1
- $3.6 million due largely to higher than estimated proportion of GWA and Hostels caseloads that are eligible for 100% subsidy.	
- $1.5 million caused by the later than anticipated Provincial approval for and delays in implementing the expanded 1987 day care program.	
- $0.7 million due mainly to delays in the establishment and enhancement of planned programs in Homes for the Aged (i.e. Community Outreach Home Activation Programs).	
Roads and Traffic	4.4
- $2.5 million underexpenditure due to lower than budgeted winter maintenance program requirements.	
- $1.1 million underexpenditure due primarily to lower than anticipated traffic engineering/maintenance activities.	
- $0.8 million in increased revenue from various works undertaken for others.	

SCHEDULE G

1987 SURPLUS BY SOURCE AND MAJOR REASON

SOURCE	SURPLUS/(DEFICIT) AMOUNT ($ Millions)
METRO DEPARTMENTS (cont'd)	
Ambulance Services	1.7
- $0.7 million due to lower than budgeted payroll costs.	
- $0.5 million due to higher than anticipated Provincial subsidy.	
- $0.3 million underexpenditure in telecommunications equipment being deferred to 1988.	
Other Departments	0.5
Sub-total: Metro Departments	19.3
BOARDS, COMMISSIONS AND AGENCIES	
Police Commission	7.6
- $4.9 million overall underexpenditure in payroll costs due mainly to the actual staffing level being lower than budgeted.	
- $1.8 million underexpenditure in various areas, such as: gasoline, lease and maintenance of computers, rental of telephone lines and equipment, and vehicles ordered but not delivered in 1987.	
Toronto Transit Commission	6.1
- due to higher than anticipated ridership and higher average fare.	

SCHEDULE G

1987 SURPLUS BY SOURCE AND MAJOR REASON

SOURCE	SURPLUS/(DEFICIT) AMOUNT ($ Millions)
BOARDS, COMMISSIONS AND AGENCIES (cont'd)	
Metro Toronto Zoo	1.3
- $0.8 million due to higher than projected revenue from concessions, admissions and memberships. - $0.3 million due to lower than budgeted payroll costs.	
Licensing Commission	0.7
- $0.5 million due to revenue from the sale of permits and licenses being higher than planned.	
Other Boards, Commissions and Agencies	1.0
Sub-total: Boards, Commissions and Agencies	16.7
OTHER ITEMS	
Unallocated Revenue	14.2
- $6.6 million increase in supplementary taxes levied in 1987. - $6.6 million due to higher interest earnings. - $1.6 million due to unbudgeted one-time payment in lieu of taxes for the Metro Convention Centre.	

SCHEDULE G

1987 SURPLUS BY SOURCE AND MAJOR REASON

SOURCE	SURPLUS/(DEFICIT) AMOUNT ($ Millions)
OTHER ITEMS (cont'd)	
Sundry At Large	5.5
- $18.6 million of the $24.2 million Contingency estimate was approved for various programs/accounts of Metro departments/agencies. The remainder becomes part of the 1987 corporate surplus.	
Debt Charges	2.0
- The underexpenditure was due mainly to lower than estimated debenture requirements for various departments and commissions.	
Sub-total: Other Items	21.7
Total Surplus	57.7

SCHEDULE H

TOTAL ESTABLISHMENT OF STRENGTH

	Approved Establishment Jan. 1, 1988	Net Changes to Establishment		Total Recommended for 1988 Funding
		Requested in Budget	Recommended For Funding *	
Chief Administrative Officer's Department	18	1	1	19
Management Services Department	109	5	3	112
Audit Department	36	(1)	(1)	35
Chairman's Office	16	3	2	18
Metro Toronto Convention and Visitors Association	51	5	4	55
Clerk's Department	27	0	2	29
Legal Department	57	8	2	59
Personnel Department	66	14	9	75
Treasury Department	118	8	5	123
Licensing Commission	118	6	3	121
Police Commission	7,187	92	82	7,269
Conservation Authority	197	36	36	233
Roads and Traffic Department	533	7	7	540
Toronto Transit Commission	9,322	573	573	9,895
Works Dept. - Environmental Services	1,271	80	79	1,350
Works Dept. - Water Supply	389	4	4	393
Ambulance Services Department	825	25	19	844
Community Services Department	4,139	207	151	4,290
Catholic Children's Aid Society	398	0	0	398
Children's Aid Society - Metro	632	0	0	632
Jewish Family and Child Service	39	0	0	39
Metropolitan Toronto Zoo	235	0	0	235
Metropolitan Toronto Library Board	395	0	0	395
Exhibition Place	122	0	0	122
O'Keefe Centre	24	0	0	24
The Guild	69	7	5	74
Parks and Property Department	393	57	52	445
Planning Department	57	0	0	57
	26,843	1,137	1,038	27,881

* While funding is included in the budget for the recommended change in establishment, this increase is subject to the approval of the Management Sub-Committee. Of the 1,038 positions recommended for funding, 159 represent conversions of temporary staff to permanent. Another 339 positions represent staff to be assumed by the Toronto Transit Commission upon the takeover of the Wheel Trans operations.

SCHEDULE I

CURRENT LEVY APPLICATIONS TO CAPITAL EXPENDITURES

	1988 Capital from Current Allocation in Preliminary Submission ($000's)	1988 Revised Capital from Current Allocation * ($000's)
Clerk's Department	1,774.1	502.5
Police Commission	3,221.4	3,881.6
Conservation Authority	3,607.3	2,986.9
Roads and Traffic Department	8,103.7	8,358.5
Toronto Transit Commission	9,282.7	10,475.2
Works Department: **		
Refuse Disposal	5,488.4	5,878.5
Water Pollution Control	11,625.5	12,489.2
Ambulance Services Department	863.7	1,077.3
Community Services Department	4,326.4	4,520.3
Metro Toronto Zoo	1,049.1	514.2
Library Board	162.0	194.3
Exhibition Place	3,007.7	2,205.4
Parks and Property Department	2,832.8	2,641.4
	55,344.8	55,725.3

* These revised Capital from Current figures have been included in the operating budgets of the various departments/agencies as shown in the Summary of Appropriations section and in Volumes II and III.

** An additional $3,000.0 thousand is allocated for Works Department - Water Supply.

SCHEDULE J

1988 DEBT CHARGES

	1988 Debt Charges in Preliminary Submission ($000's)	1988 Revised Debt Charges* ($000's)
Clerk's Department	0.0	5.9
Police Commission	8,344.8	9,307.4
Conservation Authority	4,243.1	3,991.7
Roads and Traffic Department	12,820.8	12,298.6
Toronto Transit Commission	15,510.3	18,697.4
Works Department:		
Refuse Disposal	10,409.4	10,985.7
Water Pollution Control	26,449.7	26,104.7
Ambulance Services Department	816.1	593.4
Community Services Department	3,164.6	2,848.8
Metro Toronto Zoo	3,530.7	3,503.1
Library Board	4,297.6	3,953.7
Exhibition Place	4,393.1	4,540.0
Parks and Property Department	3,316.5	3,305.3
Sub-Total	97,296.7	100,135.7
Water Supply	16,561.7	15,695.0
Total	113,858.4	115,830.7

* These revised Debt Charge figures have been included in the operating budgets of the various departments/agencies as shown in the Summary of Appropriations section and in Volumes II and III.

GRAPHS

Graph 1: Distribution of Revenues and Expenditures

Graph 2: Distribution of 1988 Tax Dollar for General Purposes

Graph 3: Comparison of Annual Change in Consumer Price Index and Mill Rate Increase, 1983-1988

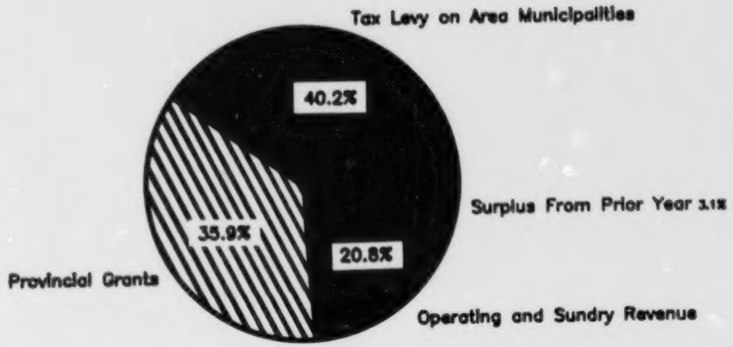
Graph 4: Mill Rate Increase Comparison, Preliminary vs. Recommended

Graph 5: Sources of Increase in the 1988 Operating Budget - Gross and Net Expenditure

Graph 1

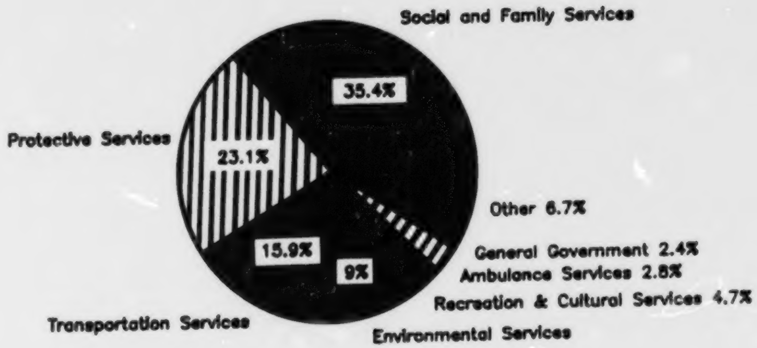
1988 REVENUES AND EXPENDITURES FOR GENERAL PURPOSES

REVENUES - SOURCE OF FUNDS



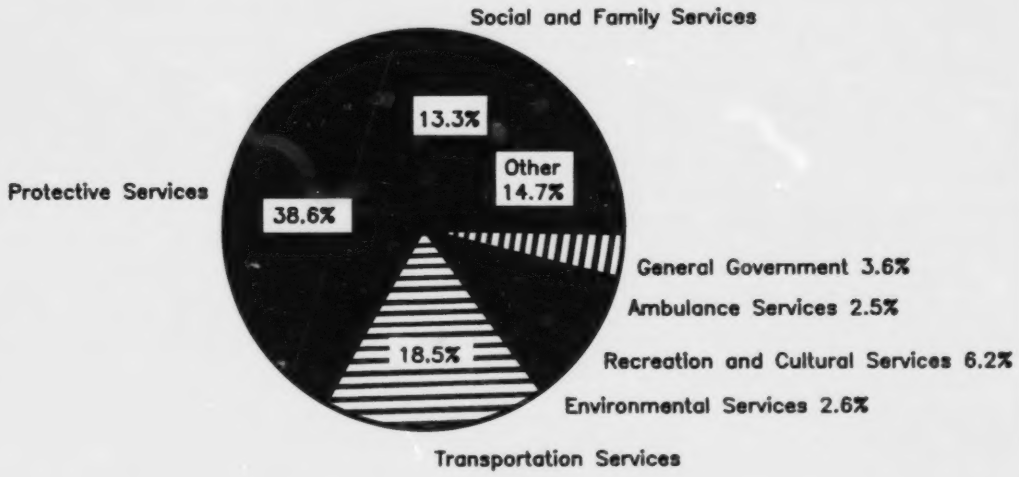
	Amount ($000's)	%
Tax Levy on Area Municipalities	747,716.8	40.2
Provincial Grants	667,682.2	35.9
Operating and Sundry Revenue	388,412.3	20.8
Surplus From Prior Year	57,712.5	3.1
	1,861,523.8	100.0

GROSS EXPENDITURES - APPLICATION OF FUNDS



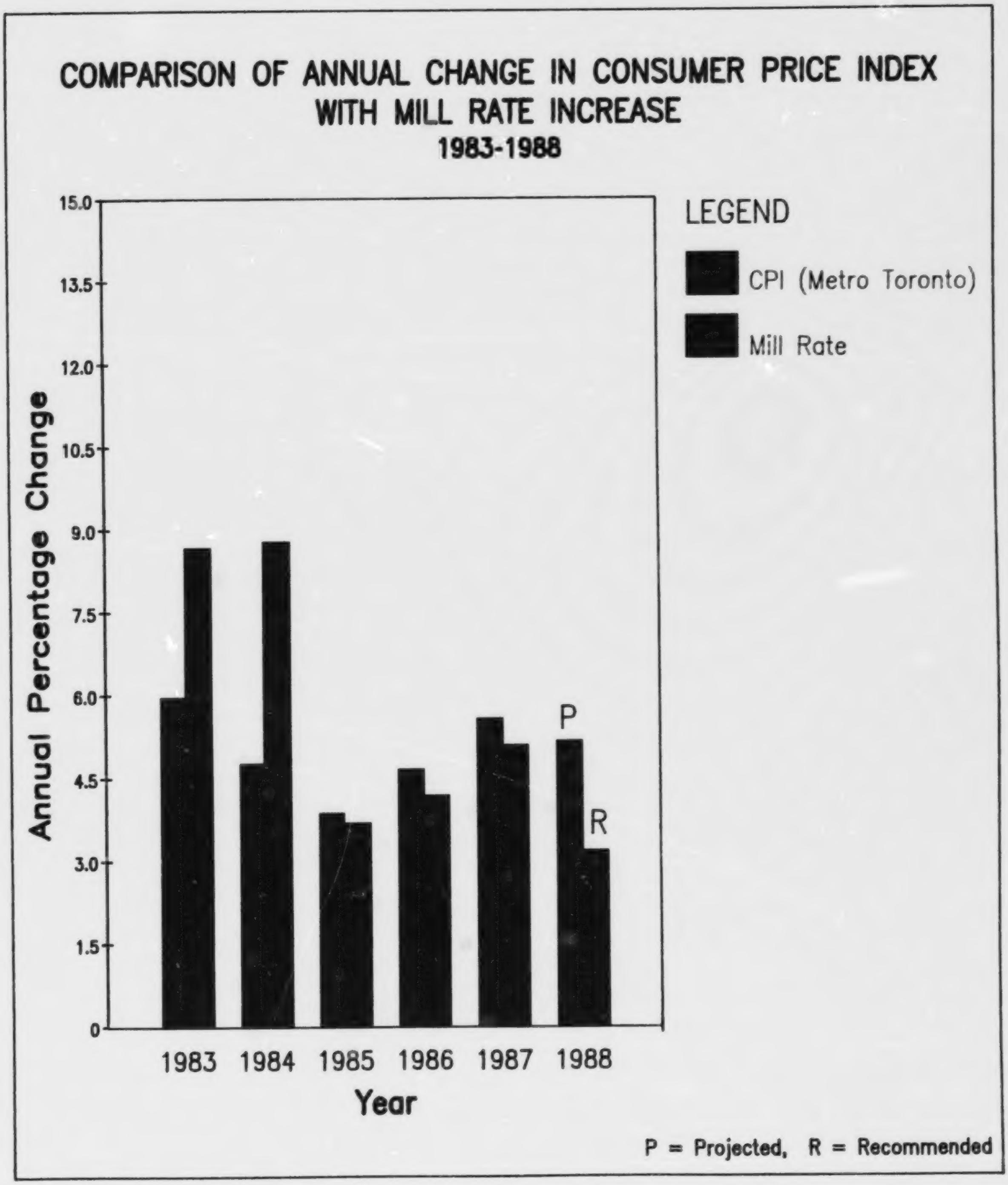
	Amount ($000's)	%
Social and Family Services	659,061.8	35.4
Protective Services	430,247.7	23.1
Transportation Services	295,224.9	15.9
Environmental Services	167,922.4	9.0
Recreation and Cultural Services	88,056.7	4.7
Ambulance Services	52,541.4	2.8
General Government	44,148.9	2.4
Other	124,320.0	6.7
	1,861,523.8	100.0

DISTRIBUTION OF 1988 TAX DOLLAR FOR GENERAL PURPOSES



	%
Social and Family Services	13.3
Protective Services	38.6
Transportation Services	18.5
Environmental Services	2.6
Recreation and Cultural Services	6.2
Ambulance Services	2.5
General Government	3.6
Other	14.7
	100.0

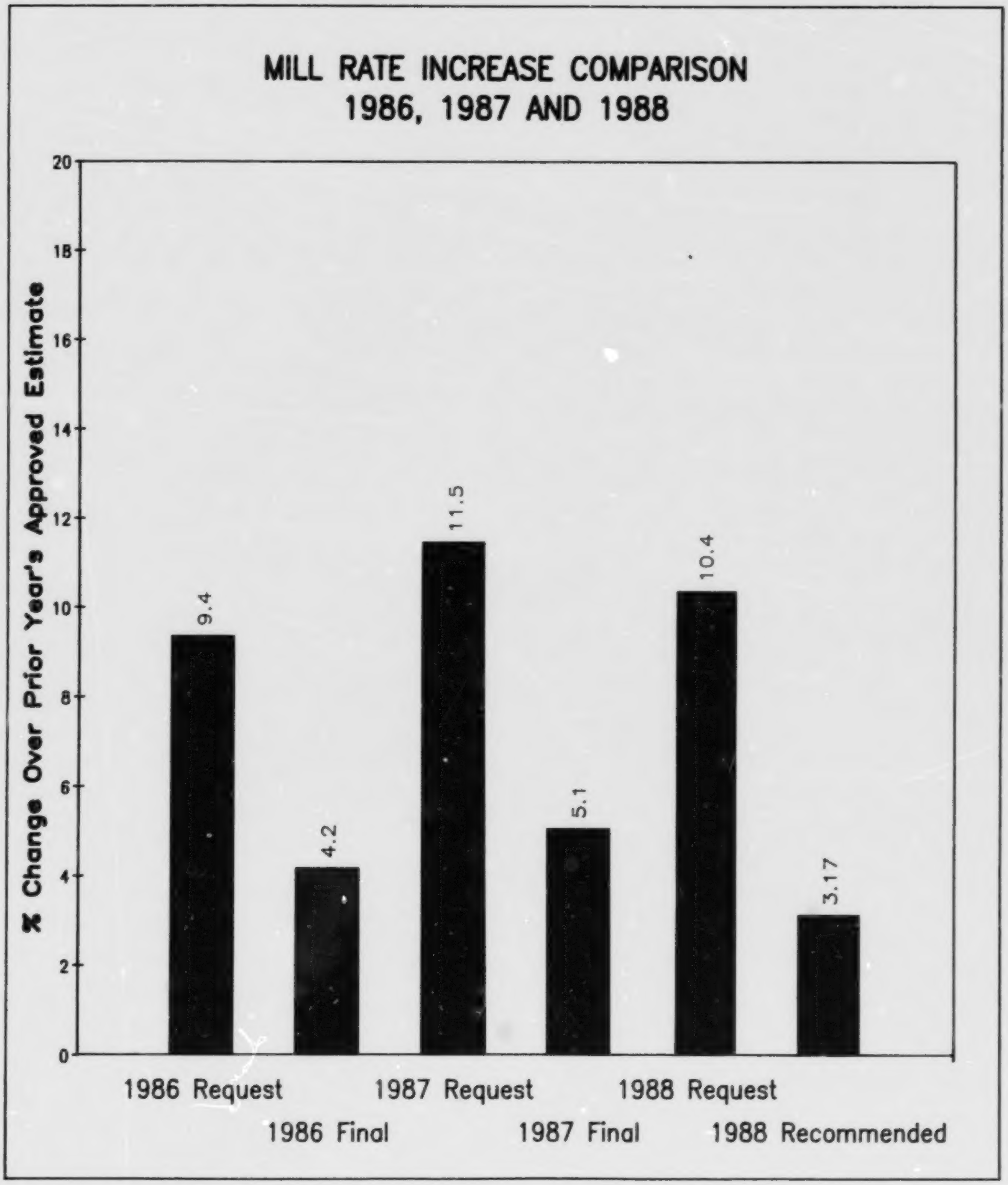
Graph 3



COMPARISON OF ANNUAL CHANGE IN CONSUMER PRICE INDEX WITH MILL RATE INCREASE
1983-1988

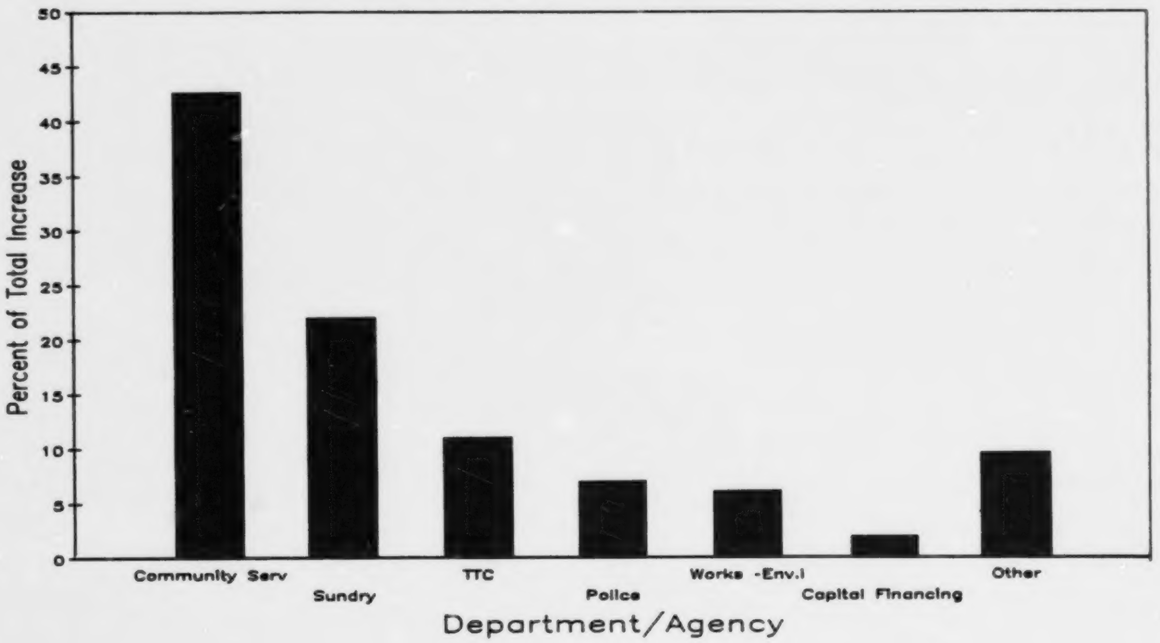
P = Projected, R = Recommended

Graph 4

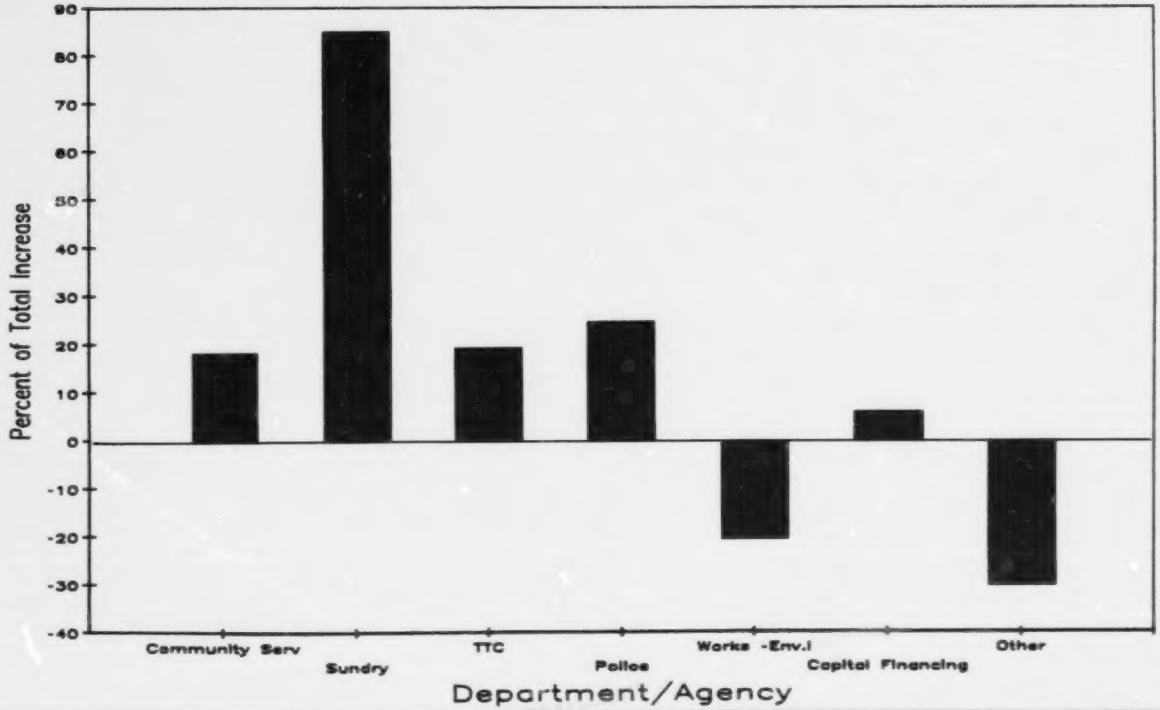

MILL RATE INCREASE COMPARISON
1986, 1987 AND 1988
% Change Over Prior Year's Approved Estimate
0
2
4
6
8
10
12
14
16
18
20
9.4
4.2
11.5
5.1
10.4
3.17
1986 Request
1986 Final
1987 Request
1987 Final
1988 Request
1988 Recommended

Graph 5

SOURCES OF INCREASE IN THE 1988 OPERATING BUDGET



Gross Expenditure



Net Expenditure

GROSS EXPENDITURE ON A DEPARTMENTAL BASIS INCLUDING CAPITAL FINANCING IN THE ESTIMATE OF THE INDIVIDUAL DEPARTMENT/AGENCY

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 16
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A GROSS DEPARTMENTAL BASIS - INCLUSIVE OF CAPITAL FINANCING

($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF GROSS EXP	1987 ESTIMATE $	% OF GROSS EXP	1987 ACTUAL $	% OF GROSS EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
GENERAL GOVERNMENT										
COUNCIL	1526.1	0.1	1491.9	0.1	1520.7	0.1	34.2	2.3	5.4	0.4
CHIEF ADMINISTRATIVE OFFICER'S	2187.2	0.1	1759.7	0.1	1733.0	0.1	427.5	24.3	454.2	26.2
MANAGEMENT SERVICES DEPARTMENT	16177.4	0.9	13809.2	0.8	14857.2	0.9	2368.2	17.1	1320.2	8.9
AUDIT DEPARTMENT	2067.1	0.1	1972.3	0.1	1942.0	0.1	94.8	4.8	125.1	6.4
CHAIRMAN'S OFFICE	1683.4	0.1	1572.9	0.1	1529.2	0.1	110.5	7.0	154.2	10.1
CLERK'S DEPARTMENT	2473.5	0.1	2214.8	0.1	1688.6	0.1	258.7	11.7	784.9	46.5
LEGAL DEPARTMENT	3921.0	0.2	3356.4	0.2	3357.8	0.2	564.6	16.8	563.2	16.8
PERSONNEL DEPARTMENT	5723.7	0.3	4977.5	0.3	5098.7	0.3	746.2	15.0	625.0	12.3
TREASURY DEPARTMENT	8389.5	0.5	7366.4	0.4	7512.9	0.5	1023.1	13.9	876.6	11.7
TOTAL EXPENDITURE	44148.9	2.4	38521.1	2.3	39240.1	2.4	5627.8	14.6	4908.8	12.5
PROTECTIVE SERVICES										
LICENSING COMMISSION	5943.1	0.3	5604.9	0.3	5371.4	0.3	338.2	6.0	571.7	10.6
POLICE COMMISSION	412356.3	22.2	400267.3	23.7	398712.7	24.0	12089.0	3.0	13643.6	3.4
CONSERVATION AUTHORITY	11948.3	0.6	11833.1	0.7	11161.1	0.7	115.2	1.0	787.2	7.1
TOTAL EXPENDITURE	430247.7	23.1	417705.3	24.7	415245.2	25.0	12542.4	3.0	15002.5	3.6
TRANSPORTATION SERVICES										
ROADS & TRAFFIC DEPARTMENT	77392.8	4.2	76734.1	4.5	71950.8	4.3	658.7	0.9	5442.0	7.6
TORONTO TRANSIT COMMISSION	217832.1	11.7	196588.6	11.6	188822.5	11.4	21243.5	10.8	29009.6	15.4
TOTAL EXPENDITURE	295224.9	15.9	273322.7	16.2	260773.3	15.7	21902.2	8.0	34451.6	13.2
ENVIRONMENTAL SERVICES										
WORKS DEPARTMENT	167922.4	9.0	154865.1	9.2	154103.9	9.3	13057.3	8.4	13818.5	9.0
TOTAL EXPENDITURE	167922.4	9.0	154865.1	9.2	154103.9	9.3	13057.3	8.4	13818.5	9.0
HEALTH SERVICES										
AMBULANCE SERVICES DEPARTMENT	52541.4	2.8	48831.6	2.9	47523.6	2.9	3709.8	7.6	5017.8	10.6
TOTAL EXPENDITURE	52541.4	2.8	48831.6	2.9	47523.6	2.9	3709.8	7.6	5017.8	10.6
SOCIAL & FAMILY SERVICES										
COMMUNITY SERVICES DEPARTMENT	642672.9	34.5	567827.6	33.6	564538.5	34.0	74845.3	13.2	78134.4	13.8
CATHOLIC CHILDREN'S AID SOCIETY	6628.9	0.4	5849.6	0.3	5849.6	0.4	779.3	13.3	779.3	13.3
CHILDREN'S AID SOCIETY - METRO	9278.2	0.5	8691.0	0.5	8691.0	0.5	587.2	6.8	587.2	6.8
JEWISH FAMILY & CHILD SERVICE	481.8	0.0	476.0	0.0	476.0	0.0	5.8	1.2	5.8	1.2
TOTAL EXPENDITURE	659061.8	35.4	582844.2	34.5	579555.1	34.9	76217.6	13.1	79506.7	13.7

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 16
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A GROSS DEPARTMENTAL BASIS - INCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF GROSS EXP	1987 ESTIMATE $	% OF GROSS EXP	1987 ACTUAL $	% OF GROSS EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	88 EST/ 87 EST %	88 EST/ 87 ACT $	88 EST/ 87 ACT %
RECREATIONAL & CULTURAL SERVICES										
METRO TORONTO ZOO	11645.1	0.6	12693.5	0.8	11121.6	0.7	-1048.4	-8.3	523.5	4.7
LIBRARY BOARD	21368.2	1.1	21201.5	1.3	20793.1	1.3	166.7	0.8	575.1	2.8
EXHIBITION PLACE	2700.0	0.1	4332.6	0.3	4156.5	0.3	-1632.6	-37.7	-1456.5	-35.0
O'KEEFE CENTRE	932.4	0.1	954.1	0.1	442.2	0.0	-21.7	-2.3	490.2	110.9
THE GUILD	303.1	0.0	374.1	0.0	504.5	0.0	-71.0	-19.0	-201.4	-39.9
PARKS & PROPERTY DEPARTMENT	51107.9	2.7	46416.7	2.7	44902.1	2.7	4691.2	10.1	6205.8	13.8
TOTAL EXPENDITURE	88056.7	4.7	85972.5	5.1	81920.0	4.9	2084.2	2.4	6136.7	7.5
PLANNING & DEVELOPMENT										
PLANNING DEPARTMENT	4139.5	0.2	4061.4	0.2	3975.7	0.2	78.1	1.9	163.8	4.1
REDEVELOPMENT	119.0	0.0	205.3	0.0	157.5	0.0	-86.3	-42.0	-38.5	-24.4
CONVENTION & VISITORS ASSOCIATION	7023.5	0.4	6443.6	0.4	6170.0	0.4	579.9	9.0	853.5	13.8
TOTAL EXPENDITURE	11282.0	0.6	10710.3	0.6	10303.2	0.6	571.7	5.3	978.8	9.5
OTHER										
INTERDEPARTMENTAL RECOVERIES	-18136.2	-1.0	-16321.7	-1.0	-17011.2	-1.0	-1814.5	11.1	-1125.0	6.6
SUNDRY AT LARGE	117300.6	6.3	78970.7	4.7	73496.3	4.4	38329.9	48.5	43804.3	59.6
GRANT PROGRAMS	13873.6	0.7	13093.9	0.8	13093.0	0.8	779.7	6.0	780.6	6.0
TOTAL GROSS EXPENDITURE	1861523.8	100.0	1688515.7	100.0	1658242.5	100.0	173008.1	10.2	203281.3	12.3
REVENUE OTHER THAN LEVY	-1056094.5	-56.7	-927433.8	-54.9	-954873.1	-57.6	-128660.7	13.9	-101221.4	10.6
NET EXPENDITURE	805429.3	43.3	761081.9	45.1	703369.4	42.4	44347.4	5.8	102059.9	14.5
SURPLUS FROM 1987 OPERATIONS	-57712.5	-3.1	0.0	0.0	57712.5	3.5	-57712.5	-	-115425.0	-200.0
SURPLUS FROM 1986 OPERATIONS	0.0	0.0	-52625.9	-3.1	-52625.9	-3.2	52625.9	-100.0	52625.9	-100.0
GENERAL LEVY	747716.8	40.2	708456.0	42.0	708456.0	42.7	39260.8	5.5	39260.8	5.5

NOTES:

1. 1988 Average Commercial Mill Rate is 87.25 mills compared with 84.57 mills in 1987 - an increase of 2.68 mills or 3.2 per cent.

   1988 Average Residential Mill Rate is 74.16 mills compared with 71.88 mills in 1987 - an increase of 2.28 mills or 3.2 per cent.

2. The Weighted Assessment increases by 2.29 per cent in 1988 to 8,569,405,923 from the 1987 level of 8,377,241,002 .

GROSS EXPENDITURE ON A DEPARTMENTAL BASIS CAPITAL FINANCING REPORTED SEPARATELY FROM THE ESTIMATE OF THE INDIVIDUAL DEPARTMENT/AGENCY

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 16A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A GROSS DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING

($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF GROSS EXP	1987 ESTIMATE $	% OF GROSS EXP	1987 ACTUAL $	% OF GROSS EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
GENERAL GOVERNMENT										
COUNCIL	1526.1	0.1	1491.9	0.1	1520.7	0.1	34.2	2.3	5.4	0.4
CHIEF ADMINISTRATIVE OFFICER'S	2187.2	0.1	1759.7	0.1	1733.0	0.1	427.5	24.3	454.2	26.2
MANAGEMENT SERVICES DEPARTMENT	16177.4	0.9	13809.2	0.8	14857.2	0.9	2368.2	17.1	1320.2	8.9
AUDIT DEPARTMENT	2067.1	0.1	1972.3	0.1	1942.0	0.1	94.8	4.8	125.1	6.4
CHAIRMAN'S OFFICE	1683.4	0.1	1572.9	0.1	1529.2	0.1	110.5	7.0	154.2	10.1
CLERK'S DEPARTMENT	1965.1	0.1	1793.3	0.1	1688.6	0.1	171.8	9.6	276.5	16.4
LEGAL DEPARTMENT	3921.0	0.2	3356.4	0.2	3357.8	0.2	564.6	16.8	563.2	16.8
PERSONNEL DEPARTMENT	5723.7	0.3	4977.5	0.3	5098.7	0.3	746.2	15.0	625.0	12.3
TREASURY DEPARTMENT	8389.5	0.5	7366.4	0.4	7512.9	0.5	1023.1	13.9	876.6	11.7
TOTAL EXPENDITURE	43640.5	2.3	38099.6	2.3	39240.1	2.4	5540.9	14.5	4400.4	11.2
PROTECTIVE SERVICES										
LICENSING COMMISSION	5943.1	0.3	5604.9	0.3	5371.4	0.3	338.2	6.0	571.7	10.6
POLICE COMMISSION	399167.3	21.4	386928.4	22.9	380217.1	22.9	12238.9	3.2	18950.2	5.0
CONSERVATION AUTHORITY	4969.7	0.3	4898.7	0.3	4898.7	0.3	71.0	1.4	71.0	1.4
TOTAL EXPENDITURE	410080.1	22.0	397432.0	23.5	390487.2	23.5	12648.1	3.2	19592.9	5.0
TRANSPORTATION SERVICES										
ROADS & TRAFFIC DEPARTMENT	56735.7	3.0	55058.1	3.3	51576.9	3.1	1677.6	3.0	5158.8	10.0
TORONTO TRANSIT COMMISSION	188659.5	10.1	170648.6	10.1	163827.0	9.9	18010.9	10.6	24832.5	15.2
TOTAL EXPENDITURE	245395.2	13.2	225706.7	13.4	215403.9	13.0	19688.5	8.7	29991.3	13.9
ENVIRONMENTAL SERVICES										
WORKS DEPARTMENT	112464.3	6.0	101807.8	6.0	101719.2	6.1	10656.5	10.5	10745.1	10.6
TOTAL EXPENDITURE	112464.3	6.0	101807.8	6.0	101719.2	6.1	10656.5	10.5	10745.1	10.6
HEALTH SERVICES										
AMBULANCE SERVICES DEPARTMENT	50870.7	2.7	47145.8	2.8	46047.9	2.8	3724.9	7.9	4822.8	10.5
TOTAL EXPENDITURE	50870.7	2.7	47145.8	2.8	46047.9	2.8	3724.9	7.9	4822.8	10.5
SOCIAL & FAMILY SERVICES										
COMMUNITY SERVICES DEPARTMENT	635303.8	34.1	561022.2	33.2	558929.6	33.7	74281.6	13.2	76374.2	13.7
CATHOLIC CHILDREN'S AID SOCIETY	6628.9	0.4	5849.6	0.3	5849.6	0.4	779.3	13.3	779.3	13.3
CHILDREN'S AID SOCIETY - METRO	9278.2	0.5	8691.0	0.5	8691.0	0.5	587.2	6.8	587.2	6.8
JEWISH FAMILY & CHILD SERVICE	481.8	0.0	476.0	0.0	476.0	0.0	5.8	1.2	5.8	1.2
TOTAL EXPENDITURE	651692.7	35.0	576038.8	34.1	573946.2	34.6	75653.9	13.1	77746.5	13.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 16A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A GROSS DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF GROSS EXP	1987 ESTIMATE $	% OF GROSS EXP	1987 ACTUAL $	% OF GROSS EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
RECREATIONAL & CULTURAL SERVICES										
METRO TORONTO ZOO	7627.8	0.4	7993.7	0.5	6644.6	0.4	-365.9	-4.6	983.2	14.8
LIBRARY BOARD	17220.2	0.9	16640.5	1.0	16492.3	1.0	579.7	3.5	727.9	4.4
EXHIBITION PLACE	-4045.4	-0.2	-3784.0	-0.2	-3828.7	-0.2	-261.4	6.9	-216.7	5.7
O'KEEFE CENTRE	932.4	0.1	927.9	0.1	416.0	0.0	4.5	0.5	516.4	124.1
THE GUILD	303.1	0.0	374.1	0.0	504.5	0.0	-71.0	-19.0	-201.4	-39.9
PARKS & PROPERTY DEPARTMENT	45161.2	2.4	40721.8	2.4	40370.6	2.4	4439.4	10.9	4790.6	11.9
TOTAL EXPENDITURE	67199.3	3.6	62874.0	3.7	60599.3	3.7	4325.3	6.9	6600.0	10.9
PLANNING & DEVELOPMENT										
PLANNING DEPARTMENT	4139.5	0.2	4061.4	0.2	3975.7	0.2	78.1	1.9	163.8	4.1
REDEVELOPMENT	119.0	0.0	205.3	0.0	157.5	0.0	-86.3	-42.0	-38.5	-24.4
CONVENTION & VISITORS ASSOCIATION	7023.5	0.4	6443.6	0.4	6170.0	0.4	579.9	9.0	853.5	13.8
TOTAL EXPENDITURE	11282.0	0.6	10710.3	0.6	10303.2	0.6	571.7	5.3	978.8	9.5
OTHER										
INTERDEPARTMENTAL RECOVERIES	-18136.2	-1.0	-16321.7	-1.0	-17011.2	-1.0	-1814.5	11.1	-1125.0	6.6
SUNDRY AT LARGE	117300.6	6.3	78970.7	4.7	73496.3	4.4	38329.9	48.5	43804.3	59.6
GRANT PROGRAMS	13873.6	0.7	13093.9	0.8	13093.0	0.8	779.7	6.0	780.6	6.0
TOTAL GROSS EXPENDITURE EXCLUDING CAPITAL FINANCING	1705662.8	91.6	1535557.9	90.9	1507325.1	90.9	170104.9	11.1	198337.7	13.2
CAPITAL FINANCING										
DEBT CHARGES	100135.7	5.4	98430.9	5.8	96390.5	5.8	1704.8	1.7	3745.2	3.9
CAPITAL FROM CURRENT	55725.3	3.0	54526.9	3.2	54526.9	3.3	1198.4	2.2	1198.4	2.2
TOTAL EXPENDITURE	155861.0	8.4	152957.8	9.1	150917.4	9.1	2903.2	1.9	4943.6	3.3
TOTAL GROSS EXPENDITURE INCLUDING CAPITAL FINANCING	1861523.8	100.0	1688515.7	100.0	1658242.5	100.0	173008.1	10.2	203281.3	12.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 16A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A GROSS DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF GROSS EXP	1987 ESTIMATE $	% OF GROSS EXP	1987 ACTUAL $	% OF GROSS EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
REVENUE OTHER THAN LEVY	-1056094.5	-56.7	-927433.8	-54.9	-954873.1	-57.6	-128660.7	13.9	-101221.4	10.6
NET EXPENDITURE	805429.3	43.3	761081.9	45.1	703369.4	42.4	44347.4	5.8	102059.9	14.5
SURPLUS FROM 1987 OPERATIONS	-57712.5	-3.1	0.0	0.0	57712.5	3.5	-57712.5	-	-115425.0	-200.0
SURPLUS FROM 1986 OPERATIONS	0.0	0.0	-52625.9	-3.1	-52625.9	-3.2	52625.9	-100.0	52625.9	-100.0
GENERAL LEVY	747716.8	40.2	708456.0	42.0	708456.0	42.7	39260.8	5.5	39260.8	5.5

NOTES:

1. 1988 Average Commercial Mill Rate is 87.25 mills compared with 84.57 mills in 1987 - an increase of 2.68 mills or 3.2 per cent.
   1988 Average Residential Mill Rate is 74.16 mills compared with 71.88 mills in 1987 - an increase of 2.28 mills or 3.2 per cent.

2. The Weighted Assessment increases by 2.29 per cent in 1988 to 8,569,405,923 from the 1987 level of 8,377,241,002 .

NET EXPENDITURE ON A DEPARTMENTAL BASIS INCLUDING CAPITAL FINANCING IN THE ESTIMATE OF THE INDIVIDUAL DEPARTMENT/AGENCY

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 15
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A NET DEPARTMENTAL BASIS - INCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF TOTAL EXP	1987 ESTIMATE $	% OF TOTAL EXP	1987 ACTUAL $	% OF TOTAL EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
GENERAL GOVERNMENT										
COUNCIL	1526.1	0.2	1491.9	0.2	1520.7	0.2	34.2	2.3	5.4	0.4
CHIEF ADMINISTRATIVE OFFICER'S	1932.1	0.2	1645.7	0.2	1610.0	0.2	286.4	17.4	322.1	20.0
MANAGEMENT SERVICES DEPARTMENT	8636.6	0.9	7225.4	0.8	7447.6	0.9	1411.2	19.5	1189.0	16.0
AUDIT DEPARTMENT	1722.5	0.2	1652.6	0.2	1589.3	0.2	69.9	4.2	133.2	8.4
CHAIRMAN'S OFFICE	1683.4	0.2	1572.9	0.2	1529.2	0.2	110.5	7.0	154.2	10.1
CLERK'S DEPARTMENT	2449.5	0.3	2205.8	0.2	1664.9	0.2	243.7	11.0	784.6	47.1
LEGAL DEPARTMENT	3516.0	0.4	2985.9	0.3	2994.4	0.3	530.1	17.8	521.6	17.4
PERSONNEL DEPARTMENT	5723.7	0.6	4966.6	0.6	5084.6	0.6	757.1	15.2	639.1	12.6
TREASURY DEPARTMENT	8141.9	0.8	7136.8	0.8	7278.8	0.8	1005.1	14.1	863.1	11.9
TOTAL EXPENDITURE	35331.8	3.6	30883.6	3.4	30719.5	3.6	4448.2	14.4	4612.3	15.0
PROTECTIVE SERVICES										
LICENSING COMMISSION	555.6	0.1	935.8	0.1	212.3	0.0	-380.2	-40.6	343.3	161.7
POLICE COMMISSION	361594.1	37.3	350729.0	38.9	348315.2	40.6	10865.1	3.1	13278.9	3.8
CONSERVATION AUTHORITY	11948.3	1.2	11833.1	1.3	11161.1	1.3	115.2	1.0	787.2	7.1
TOTAL EXPENDITURE	374098.0	38.6	363497.9	40.3	359688.6	41.9	10600.1	2.9	14409.4	4.0
TRANSPORTATION SERVICES										
ROADS & TRAFFIC DEPARTMENT	57324.2	5.9	58234.2	6.5	52577.1	6.1	-910.0	-1.6	4747.1	9.0
TORONTO TRANSIT COMMISSION	122416.9	12.6	111510.9	12.4	104440.6	12.2	10906.0	9.8	17976.3	17.2
TOTAL EXPENDITURE	179741.1	18.5	169745.1	18.8	157017.7	18.3	9996.0	5.9	22723.4	14.5
ENVIRONMENTAL SERVICES										
WORKS DEPARTMENT	25224.8	2.6	32401.6	3.6	25129.3	2.9	-7176.8	-22.1	95.5	0.4
TOTAL EXPENDITURE	25224.8	2.6	32401.6	3.6	25129.3	2.9	-7176.8	-22.1	95.5	0.4
HEALTH SERVICES										
AMBULANCE SERVICES DEPARTMENT	24474.1	2.5	22881.6	2.5	20961.3	2.4	1592.5	7.0	3512.8	16.8
TOTAL EXPENDITURE	24474.1	2.5	22881.6	2.5	20961.3	2.4	1592.5	7.0	3512.8	16.8
SOCIAL & FAMILY SERVICES										
COMMUNITY SERVICES DEPARTMENT	112537.6	11.6	103985.4	11.5	96658.3	11.3	8552.2	8.2	15879.3	16.4
CATHOLIC CHILDREN'S AID SOCIETY	6628.9	0.7	5849.6	0.6	5849.6	0.7	779.3	13.3	779.3	13.3
CHILDREN'S AID SOCIETY - METRO	9278.2	1.0	8691.0	1.0	8691.0	1.0	587.2	6.8	587.2	6.8
JEWISH FAMILY & CHILD SERVICE	481.8	0.0	476.0	0.1	476.0	0.1	5.8	1.2	5.8	1.2
TOTAL EXPENDITURE	128926.5	13.3	119002.0	13.2	111674.9	13.0	9924.5	8.3	17251.6	15.4

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 15
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A NET DEPARTMENTAL BASIS - INCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF TOTAL EXP	1987 ESTIMATE $	% OF TOTAL EXP	1987 ACTUAL $	% OF TOTAL EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
RECREATIONAL & CULTURAL SERVICES										
METRO TORONTO ZOO	11645.1	1.2	12693.5	1.4	11121.6	1.3	-1048.4	-8.3	523.5	4.7
LIBRARY BOARD	21368.2	2.2	21201.5	2.4	20793.1	2.4	166.7	0.8	575.1	2.8
EXHIBITION PLACE	1852.7	0.2	3641.6	0.4	3381.1	0.4	-1788.9	-49.1	-1528.4	-45.2
O'KEEFE CENTRE	404.9	0.0	385.8	0.0	-79.8	0.0	19.1	5.0	484.7	-607.4
THE GUILD	303.1	0.0	374.1	0.0	504.5	0.1	-71.0	-19.0	-201.4	-39.9
PARKS & PROPERTY DEPARTMENT	24433.2	2.5	22701.3	2.5	20896.8	2.4	1731.9	7.6	3536.4	16.9
TOTAL EXPENDITURE	60007.2	6.2	60997.8	6.8	56617.3	6.6	-990.6	-1.6	3389.9	6.0
PLANNING & DEVELOPMENT										
PLANNING DEPARTMENT	4014.8	0.4	3737.7	0.4	3635.6	0.4	277.1	7.4	379.2	10.4
REDEVELOPMENT	119.0	0.0	204.8	0.0	157.4	0.0	-85.8	-41.9	-38.4	-24.4
CONVENTION & VISITORS ASSOCIATION	7023.5	0.7	6443.6	0.7	6170.0	0.7	579.9	9.0	853.5	13.8
TOTAL EXPENDITURE	11157.3	1.2	10386.1	1.2	9963.0	1.2	771.2	7.4	1194.3	12.0
OTHER										
SUNDRY AT LARGE	117300.6	12.1	78970.7	8.8	73496.3	8.6	38329.9	48.5	43804.3	59.6
GRANT PROGRAMS	13873.6	1.4	13093.9	1.5	13093.0	1.5	779.7	6.0	780.6	6.0
TOTAL EXPENDITURE	970135.0	100.0	901860.3	100.0	858360.9	100.0	68274.7	7.6	111774.1	13.0
UNALLOCATED REVENUE	-164705.7	-17.0	-140778.4	-15.6	-154991.5	-18.1	-23927.3	17.0	-9714.2	6.3
NET EXPENDITURE	805429.3	83.0	761081.9	84.4	703369.4	81.9	44347.4	5.8	102059.9	14.5
SURPLUS FROM 1987 OPERATIONS	-57712.5	-5.9	0.0	0.0	57712.5	6.7	-57712.5	-	-115425.0	-200.0
SURPLUS FROM 1986 OPERATIONS	0.0	0.0	-52625.9	-5.8	-52625.9	-6.1	52625.9	-100.0	52625.9	-100.0
GENERAL LEVY	747716.8	77.1	708456.0	78.6	708456.0	82.5	39260.8	5.5	39260.8	5.5

NOTES:

1. 1988 Average Commercial Mill Rate is 87.25 mills compared with 84.57 mills in 1987 - an increase of 2.68 mills or 3.2 per cent.

   1988 Average Residential Mill Rate is 74.16 mills compared with 71.88 mills in 1987 - an increase of 2.28 mills or 3.2 per cent.

2. The Weighted Assessment increases by 2.29 per cent in 1988 to 8,569,405,923 from the 1987 level of 8,377,241,002 .

NET EXPENDITURE ON A DEPARTMENTAL BASIS CAPITAL FINANCING REPORTED SEPARATELY FROM THE ESTIMATE OF THE INDIVIDUAL DEPARTMENT/AGENCY

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 15A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A NET DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF TOTAL EXP	1987 ESTIMATE $	% OF TOTAL EXP	1987 ACTUAL $	% OF TOTAL EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
GENERAL GOVERNMENT										
COUNCIL	1526.1	0.2	1491.9	0.2	1520.7	0.2	34.2	2.3	5.4	0.4
CHIEF ADMINISTRATIVE OFFICER'S	1932.1	0.2	1645.7	0.2	1610.0	0.2	286.4	17.4	322.1	20.0
MANAGEMENT SERVICES DEPARTMENT	8636.6	0.9	7225.4	0.8	7447.6	0.9	1411.2	19.5	1189.0	16.0
AUDIT DEPARTMENT	1722.5	0.2	1652.6	0.2	1589.3	0.2	69.9	4.2	133.2	8.4
CHAIRMAN'S OFFICE	1683.4	0.2	1572.9	0.2	1529.2	0.2	110.5	7.0	154.2	10.1
CLERK'S DEPARTMENT	1941.1	0.2	1784.3	0.2	1664.9	0.2	156.8	8.8	276.2	16.6
LEGAL DEPARTMENT	3516.0	0.4	2985.9	0.3	2994.4	0.3	530.1	17.8	521.6	17.4
PERSONNEL DEPARTMENT	5723.7	0.6	4966.6	0.6	5084.6	0.6	757.1	15.2	639.1	12.6
TREASURY DEPARTMENT	8141.9	0.8	7136.8	0.8	7278.8	0.8	1005.1	14.1	863.1	11.9
TOTAL EXPENDITURE	34823.4	3.6	30462.1	3.4	30719.5	3.6	4361.3	14.3	4103.9	13.4
PROTECTIVE SERVICES										
LICENSING COMMISSION	555.6	0.1	935.8	0.1	212.3	0.0	-380.2	-40.6	343.3	161.7
POLICE COMMISSION	348405.1	35.9	337390.1	37.4	329819.6	38.4	11015.0	3.3	18585.5	5.6
CONSERVATION AUTHORITY	4969.7	0.5	4898.7	0.5	4898.7	0.6	71.0	1.4	71.0	1.4
TOTAL EXPENDITURE	353930.4	36.5	343224.6	38.1	334930.6	39.0	10705.8	3.1	18999.8	5.7
TRANSPORTATION SERVICES										
ROADS & TRAFFIC DEPARTMENT	36667.1	3.8	36558.2	4.1	32203.2	3.8	108.9	0.3	4463.9	13.9
TORONTO TRANSIT COMMISSION	93244.3	9.6	85570.9	9.5	79445.1	9.3	7673.4	9.0	13799.2	17.4
TOTAL EXPENDITURE	129911.4	13.4	122129.1	13.5	111648.3	13.0	7782.3	6.4	18263.1	16.4
ENVIRONMENTAL SERVICES										
WORKS DEPARTMENT	-30233.3	-3.1	-20655.7	-2.3	-27255.4	-3.2	-9577.6	46.4	-2977.9	10.9
TOTAL EXPENDITURE	-30233.3	-3.1	-20655.7	-2.3	-27255.4	-3.2	-9577.6	46.4	-2977.9	10.9
HEALTH SERVICES										
AMBULANCE SERVICES DEPARTMENT	22803.4	2.4	21195.8	2.4	19485.6	2.3	1607.6	7.6	3317.8	17.0
TOTAL EXPENDITURE	22803.4	2.4	21195.8	2.4	19485.6	2.3	1607.6	7.6	3317.8	17.0
SOCIAL & FAMILY SERVICES										
COMMUNITY SERVICES DEPARTMENT	108627.0	11.2	100340.3	11.1	94206.7	11.0	8286.7	8.3	14420.3	15.3
CATHOLIC CHILDREN'S AID SOCIETY	6628.9	0.7	5849.6	0.6	5849.6	0.7	779.3	13.3	779.3	13.3
CHILDREN'S AID SOCIETY - METRO	9278.2	1.0	8691.0	1.0	8691.0	1.0	587.2	6.8	587.2	6.8
JEWISH FAMILY & CHILD SERVICE	481.8	0.0	476.0	0.1	476.0	0.1	5.8	1.2	5.8	1.2
TOTAL EXPENDITURE	125015.9	12.9	115356.9	12.8	109223.3	12.7	9659.0	8.4	15792.6	14.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 15A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A NET DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF TOTAL EXP	1987 ESTIMATE $	% OF TOTAL EXP	1987 ACTUAL $	% OF TOTAL EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	88 EST/ 87 EST %	88 EST/ 87 ACT $	88 EST/ 87 ACT %
RECREATIONAL & CULTURAL SERVICES										
METRO TORONTO ZOO	7627.8	0.8	7993.7	0.9	6644.6	0.8	-365.9	-4.6	983.2	14.8
LIBRARY BOARD	17220.2	1.8	16640.5	1.8	16492.3	1.9	579.7	3.5	727.9	4.4
EXHIBITION PLACE	-4892.7	-0.5	-4475.0	-0.5	-4604.1	-0.5	-417.7	9.3	-288.6	6.3
O'KEEFE CENTRE	404.9	0.0	359.6	0.0	-106.0	0.0	45.3	12.6	510.9	-482.0
THE GUILD	303.1	0.0	374.1	0.0	504.5	0.1	-71.0	-19.0	-201.4	-39.9
PARKS & PROPERTY DEPARTMENT	18486.5	1.9	17006.4	1.9	16365.3	1.9	1480.1	8.7	2121.2	13.0
TOTAL EXPENDITURE	39149.8	4.0	37899.3	4.2	35296.6	4.1	1250.5	3.3	3853.2	10.9
PLANNING & DEVELOPMENT										
PLANNING DEPARTMENT	4014.8	0.4	3737.7	0.4	3635.6	0.4	277.1	7.4	379.2	10.4
REDEVELOPMENT	119.0	0.0	204.8	0.0	157.4	0.0	-85.8	-41.9	-38.4	-24.4
CONVENTION & VISITORS ASSOCIATION	7023.5	0.7	6443.6	0.7	6170.0	0.7	579.9	9.0	853.5	13.8
TOTAL EXPENDITURE	11157.3	1.2	10386.1	1.2	9963.0	1.2	771.2	7.4	1194.3	12.0
OTHER										
SUNDRY AT LARGE	117300.6	12.1	78970.7	8.8	73496.3	8.6	38329.9	48.5	43804.3	59.6
GRANT PROGRAMS	13873.6	1.4	13093.9	1.5	13093.0	1.5	779.7	6.0	780.6	6.0
TOTAL EXPENDITURE EXCLUDING CAPITAL FINANCING	817732.5	84.3	752062.8	83.4	710600.8	82.8	65669.7	8.7	107131.7	15.1
CAPITAL FINANCING										
DEBT CHARGES	96677.2	10.0	95270.6	10.6	93233.2	10.9	1406.6	1.5	3444.0	3.7
CAPITAL FROM CURRENT	55725.3	5.7	54526.9	6.0	54526.9	6.4	1198.4	2.2	1198.4	2.2
TOTAL EXPENDITURE	152402.5	15.7	149797.5	16.6	147760.1	17.2	2605.0	1.7	4642.4	3.1
TOTAL EXPENDITURE INCLUDING CAPITAL FINANCING	970135.0	100.0	901860.3	100.0	858360.9	100.0	68274.7	7.6	111774.1	13.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 15A
DATE - 03/31/88

ESTIMATE OF GENERAL LEVY ON A NET DEPARTMENTAL BASIS - EXCLUSIVE OF CAPITAL FINANCING ($000.0)

DEPARTMENT OR AGENCY	1988 ESTIMATE $	% OF TOTAL EXP	1987 ESTIMATE $	% OF TOTAL EXP	1987 ACTUAL $	% OF TOTAL EXP	INCREASE OR DECREASE 88 EST/ 87 EST $	%	88 EST/ 87 ACT $	%
UNALLOCATED REVENUE	-164705.7	-17.0	-140778.4	-15.6	-154991.5	-18.1	-23927.3	17.0	-9714.2	6.3
NET EXPENDITURE	805429.3	83.0	761081.9	84.4	703369.4	81.9	44347.4	5.8	102059.9	14.5
SURPLUS FROM 1987 OPERATIONS	-57712.5	-5.9	0.0	0.0	57712.5	6.7	-57712.5	-	-115425.0	-200.0
SURPLUS FROM 1986 OPERATIONS	0.0	0.0	-52625.9	-5.8	-52625.9	-6.1	52625.9	-100.0	52625.9	-100.0
GENERAL LEVY	747716.8	77.1	708456.0	78.6	708456.0	82.5	39260.8	5.5	39260.8	5.5

NOTES:

1. 1988 Average Commercial Mill Rate is 87.25 mills compared with 84.57 mills in 1987 - an increase of 2.68 mills or 3.2 per cent.
   1988 Average Residential Mill Rate is 74.16 mills compared with 71.88 mills in 1987 - an increase of 2.28 mills or 3.2 per cent.

2. The Weighted Assessment increases by 2.29 per cent in 1988 to 8,569,405,923 from the 1987 level of 8,377,241,002 .

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THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: COUNCIL

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	651.1	651.2	638.9
MATERIALS AND SUPPLIES	57.2	55.0	51.1
SERVICES AND RENTS	817.8	785.7	830.7
Gross/Net Expenditure	1,526.1	1,491.9	1,520.7

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	751.6	648.0	648.2
EQUAL OPPORTUNITY	485.4	316.0	306.4
CULTURAL AFFAIRS	319.8	273.4	317.4
MULTICULTURAL RELATIONS	630.4	522.3	461.0
Gross Expenditure	2,187.2	1,759.7	1,733.0
Less Reimbursement Credits:			
Interdepartmental Recoveries	225.1	109.0	115.1
Provincial Grants and Subsidies	20.0	0.0	0.0
Other Revenue	10.0	5.0	7.9
Total Reimbursement Credits	255.1	114.0	123.0
Net Expenditure	1,932.1	1,645.7	1,610.0

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: MANAGEMENT SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
INFORMATION SYSTEMS - GENERAL	736.4	684.4	927.9
SYSTEMS RESOURCE CENTRE	791.0	739.0	725.3
ADMINISTRATIVE SYSTEMS	7,441.0	6,190.4	6,545.2
TECHNICAL SERVICES	1,243.4	1,095.1	1,093.7
CENTRAL MAPPING	3,467.0	2,720.3	2,944.5
Total - Information Systems Division	13,678.8	11,429.2	12,236.6
ADMINISTRATION	641.1	620.2	610.6
CORPORATE PLANNING	1,224.1	1,121.0	1,160.8
PRINTING AND GRAPHICS UNIT	633.4	638.8	849.2
Gross Expenditure	16,177.4	13,809.2	14,857.2
Less Reimbursement Credits:			
Interdepartmental Recoveries	6,805.5	6,037.3	6,754.7
Other Revenue	735.3	546.5	654.9
Total Reimbursement Credits	7,540.8	6,583.8	7,409.6
Net Expenditure	8,636.6	7,225.4	7,447.6

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: AUDIT DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	1,729.5	1,678.0	1,642.4
SUPPLIES AND SERVICES	337.6	294.3	299.6
Gross Expenditure	2,067.1	1,972.3	1,942.0
Less Reimbursement Credits:			
Interdepartmental Recoveries	166.0	164.5	184.5
Other Revenue	178.6	155.2	168.2
Total Reimbursement Credits	344.6	319.7	352.7
Net Expenditure	1,722.5	1,652.6	1,589.3

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHAIRMAN'S OFFICE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	593.3	538.4	519.2
MATERIALS AND SUPPLIES	12.1	12.1	12.1
EQUIPMENT	4.2	1.0	1.7
SERVICES AND RENTS	309.2	287.9	283.5
ECONOMIC DEVELOPMENT	764.6	733.5	712.7
Gross/Net Expenditure	1,683.4	1,572.9	1,529.2

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CLERK'S DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	1,508.5	1,436.8	1,394.5
METROPOLITAN ARCHIVES AND RECORDS MANAGEMENT	456.6	356.5	294.1
Gross Expenditure excluding Capital Financing	1,965.1	1,793.3	1,688.6
Less Reimbursement Credits:			
Interdepartmental Recoveries	7.0	7.0	22.0
Provincial Grants and Subsidies	15.0	0.0	0.0
Other Revenue	2.0	2.0	1.7
Total Reimbursement Credits	24.0	9.0	23.7
Net Expenditure excluding Capital Financing	1,941.1	1,784.3	1,664.9
Capital Financing:			
DEBT CHARGES	5.9	12.5	0.0
CAPITAL FROM CURRENT	502.5	409.0	0.0
Total Capital Financing	508.4	421.5	0.0
Net Expenditure including Capital Financing	2,449.5	2,205.8	1,664.9

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: LEGAL DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	2,802.0	2,476.6	2,503.3
MATERIALS AND SUPPLIES	53.4	58.3	57.9
EQUIPMENT	27.1	12.3	11.8
SERVICES AND RENTS	1,038.5	809.2	784.8
Gross Expenditure	3,921.0	3,356.4	3,357.8
Less Reimbursement Credits:			
Interdepartmental Recoveries	376.2	344.2	337.4
Other Revenue	28.8	26.3	26.0
Total Reimbursement Credits	405.0	370.5	363.4
Net Expenditure	3,516.0	2,985.9	2,994.4

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 06**
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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PERSONNEL DEPARTMENT

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
ADMINISTRATION	1,311.9	1,190.6	1,199.3
RECRUITMENT AND PLACEMENT	1,101.4	907.6	955.3
LABOUR RELATIONS AND SAFETY	1,021.8	735.4	804.9
COMPENSATION AND ORGANIZATION	633.8	470.3	481.8
HUMAN RESOURCES DEVELOPMENT	1,654.8	1,673.6	1,657.4
Gross Expenditure	5,723.7	4,977.5	5,098.7
Less Reimbursement Credits:			
Provincial Grants and Subsidies	0.0	10.9	11.2
Other Revenue	0.0	0.0	2.9
Total Reimbursement Credits	0.0	10.9	14.1
Net Expenditure	5,723.7	4,966.6	5,084.6

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: TREASURY DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	1,065.5	820.5	802.4
ACCOUNTING	2,150.3	2,097.6	2,290.0
BUDGET ANALYSIS AND INTERNAL CONTROL	1,497.9	1,396.2	1,249.2
CENTRAL PAYROLL	1,286.8	1,210.0	1,192.7
LONG TERM DEBT AND INVESTMENT	661.1	643.4	635.9
PENSIONS	613.9	577.9	659.8
PARKING TAG OPERATIONS	1,114.0	620.8	682.9
Gross Expenditure	8,389.5	7,366.4	7,512.9
Less Reimbursement Credits:			
Provincial Grants and Subsidies	2.5	2.5	2.3
Other Revenue	245.1	227.1	231.8
Total Reimbursement Credits	247.6	229.6	234.1
Net Expenditure	8,141.9	7,136.8	7,278.8

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: LICENSING COMMISSION

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	2,074.7	1,981.8	1,883.1
ISSUING	1,102.2	1,104.8	1,007.6
FIELD OPERATIONS	2,766.2	2,518.3	2,480.7
Gross Expenditure	5,943.1	5,604.9	5,371.4
Less Reimbursement Credits:			
Other Revenue	5,387.5	4,669.1	5,159.1
Net Expenditure	555.6	935.8	212.3

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: POLICE COMMISSION

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
BOARD OF COMMISSIONERS OF POLICE	564.2	522.7	560.0
CHIEF OF POLICE	2,412.9	3,239.3	2,995.7
ADMINISTRATIVE OPERATIONS	74,972.8	66,082.7	65,123.7
SUPPORT OPERATIONS	32,173.7	39,038.9	36,674.3
FIELD OPERATIONS	271,184.1	278,044.8	270,445.6
CENTRALIZED OPERATIONS	17,859.6	0.0	4,417.8
Gross Expenditure excluding Capital Financing	399,167.3	386,928.4	380,217.1
Less Reimbursement Credits:			
Provincial Grant - Policing	43,071.8	42,768.8	42,768.8
Provincial Grant - Youth Program	70.2	65.0	61.4
Sundry Revenue	4,450.0	3,862.6	4,918.0
Execution of Warrants	208.0	180.0	150.2
Sale of Accident Reports	942.0	1,120.0	920.7
Sale of Non-Conviction Reports	40.0	35.0	41.2
Sale of Occurrence Reports	70.0	75.0	72.5
Suspension Notices	14.0	15.2	28.3
Court Security Officers	1,696.2	1,156.7	1,257.6
Uniform Ticket Data Preparation	200.0	260.0	178.8
Total Reimbursement Credits	50,762.2	49,538.3	50,397.5
Net Expenditure excluding Capital Financing	348,405.1	337,390.1	329,819.6
Capital Financing:			
DEBT CHARGES	9,307.4	7,139.8	7,143.2
CAPITAL FROM CURRENT	3,881.6	6,199.1	11,352.4
Total Capital Financing	13,189.0	13,338.9	18,495.6
Net Expenditure including Capital Financing	361,594.1	350,729.0	348,315.2

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO AND REGION CONSERVATION AUTHORITY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure:			
Finance and Administration	2,746.7	2,623.2	2,749.0
Field Operations	7,171.4	6,505.9	6,546.1
Program Services	1,431.7	885.7	895.2
Black Creek Pioneer Village	4,120.7	3,789.5	3,502.6
Water Resource Flood Control	2,345.7	2,253.1	2,251.0
Keating Channel	385.0	675.0	562.6
Vehicle and Equipment Reserve	584.0	322.0	330.1
Deficit Elimination Payment	0.0	0.0	203.5
Total Expenditure	18,785.2	17,054.4	17,040.1
Less Revenue:			
Provincial Grants	3,456.5	3,492.3	3,430.4
Levies Other Than Metro	1,503.0	1,369.5	1,369.5
Basic Revenues	6,939.8	6,287.4	6,695.6
Other Income	1,865.6	1,006.5	710.8
Levy on Hand	50.6	0.0	(64.9)
Total Revenue	13,815.5	12,155.7	12,141.4
NET COST TO METRO EXCLUDING CAPITAL FINANCING	4,969.7	4,898.7	4,898.7
Capital Financing:			
DEBT CHARGES	3,991.7	4,010.9	3,813.1
CAPITAL FROM CURRENT	2,986.9	2,923.5	2,449.3
Total Capital Financing	6,978.6	6,934.4	6,262.4
Net Cost to Metro including Capital Financing	11,948.3	11,833.1	11,161.1

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: ROADS AND TRAFFIC DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
ADMINISTRATION	3,860.9	3,733.2	3,649.0
PLANNING AND DESIGN	4,178.4	4,118.2	3,931.8
OPERATIONS	31,865.5	30,956.1	28,794.0
TRAFFIC ENGINEERING	16,830.9	16,250.6	15,202.1
Gross Expenditure excluding Capital Financing	56,735.7	55,058.1	51,576.9
Less Reimbursement Credits:			
Interdepartmental Recoveries	236.0	290.1	249.8
Provincial Grants and Subsidies	16,091.5	15,289.9	15,389.9
Other Revenue	3,741.1	2,919.9	3,734.0
Total Reimbursement Credits	20,068.6	18,499.9	19,373.7
Net Expenditure excluding Capital Financing	36,667.1	36,558.2	32,203.2
Capital Financing:			
DEBT CHARGES	12,298.6	13,937.5	14,106.8
CAPITAL FROM CURRENT	8,358.5	7,738.5	6,267.1
Total Capital Financing	20,657.1	21,676.0	20,373.9
Net Expenditure including Capital Financing	57,324.2	58,234.2	52,577.1

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: TORONTO TRANSIT COMMISSION

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
T.T.C. Operations:			
Expenditure	542,995.2	497,728.0	500,558.9
Less Revenue	387,738.3	354,354.0	364,649.0
NET OPERATING COST	155,256.9	143,374.0	135,909.9
Metro Special Costs:			
TRANSPORTATION OF THE PHYSICALLY DISABLED	19,194.5	14,384.2	14,153.0
REDUCED FARES FOR ELDERLY PERSONS	12,712.0	11,477.0	12,339.6
REDUCED FARES FOR WAR VETERANS	100.0	102.0	100.0
TRANSPORTATION FOR BLIND AND WAR AMPUTEES	729.0	826.0	826.0
LEASE OF COMMUTER PARKING LOTS	581.5	406.3	412.5
REMUNERATION AND EXPENSES OF COUNCIL APPOINTEES	85.6	79.1	86.0
Total Metro Special Costs	33,402.6	27,274.6	27,917.1
Metro Gross Expenditure excluding Capital Financing	188,659.5	170,648.6	163,827.0
Less Provincial Subsidies:			
OPERATING ASSISTANCE SUBSIDY	85,381.0	77,580.9	76,995.9
TRANSPORTATION OF THE PHYSICALLY DISABLED SUBSIDY	9,597.8	7,192.1	7,077.0
CAPITAL ASSISTANCE SUBSIDY - PARKING LOTS	436.4	304.7	309.0
Total Provincial Subsidies	95,415.2	85,077.7	84,381.9
Net Expenditure excluding Capital Financing	93,244.3	85,570.9	79,445.1
Capital Financing:			
DEBT CHARGES	18,697.4	13,714.0	13,530.4
CAPITAL FROM CURRENT	10,475.2	12,226.0	11,465.1
Total Capital Financing	29,172.6	25,940.0	24,995.5
Net Expenditure including Capital Financing	122,416.9	111,510.9	104,440.6

THE MUNICIPALITY OF METROPOLITAN TORONTO
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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
Refuse Disposal			
ADMINISTRATION	676.8	491.0	462.7
INCINERATION	4,207.1	3,860.0	3,715.8
MECHANICAL AND ELECTRICAL MAINTENANCE	1,305.8	1,299.2	1,064.9
LANDFILL AREAS	11,951.1	9,588.5	10,181.2
CONSTRUCTION AND GROUNDS MAINTENANCE	1,453.4	1,327.7	1,367.3
TRANSFER STATIONS	15,265.2	14,043.6	14,728.5
PROVISION FOR EQUIPMENT REPLACEMENT RESERVE	3,409.3	2,825.2	2,825.2
RECYCLING	560.3	339.7	352.5
Total - Refuse Disposal	38,829.0	33,774.9	34,698.1
Water Pollution Control			
ADMINISTRATION	1,087.8	930.4	933.7
SEWAGE TREATMENT	56,503.3	52,060.8	51,642.0
SEWAGE PUMPING STATIONS	1,209.5	1,104.5	1,054.7
SEWAGE SYSTEMS	4,144.6	3,566.2	3,776.8
MOE - SOUTH PEEL SYSTEM	2,790.0	3,023.3	2,431.3
Total-Water Pollution Control	65,735.2	60,685.2	59,838.5
Administration			
ADMINISTRATION	2,474.7	2,315.7	2,200.9
MOTOR VEHICLES AND TRANSPORT	546.1	509.1	538.7
Total - Administration	3,020.8	2,824.8	2,739.6
Engineering			
ADMINISTRATION	815.8	937.7	843.0
PROJECT GROUP	2,846.4	2,630.1	2,684.2
MOTOR VEHICLES AND TRANSPORT	30.3	32.3	19.5
Total - Engineering	3,692.5	3,600.1	3,546.7
Planning Control and Development			
ADMINISTRATION	1,186.8	922.8	896.3
Gross Expenditure excluding Capital Financing	112,464.3	101,807.8	101,719.2

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
(continued)			
Less Reimbursement Credits:			
Refuse Disposal			
Disposal Fees			
- Incineration	591.7	735.0	537.8
- Landfill	25,370.1	23,139.7	24,076.0
- Transfer Stations	13,600.1	9,825.3	12,681.2
Sundry Revenue	300.0	300.0	696.3
Total - Refuse Disposal	39,861.9	34,000.0	37,991.3
Water Pollution Control			
Sewage Treatment Agreements	1,570.0	1,446.0	1,424.8
Industrial Waste Agreements	4,031.5	3,135.6	3,316.2
Surcharge re Water Sales	93,075.0	79,572.0	82,425.6
Surcharge on Private Water Systems	482.0	460.0	452.8
Sundry Revenue	261.5	650.0	206.3
Total - Water Pollution Control	99,420.0	85,263.6	87,825.7
Support Divisions			
Administrative Charges to Water Supply			
- Administration	1,057.2	990.5	955.2
- Engineering	1,801.2	1,751.8	1,700.6
- Planning Control and Development	359.9	282.6	295.1
Sub-Total	3,218.3	3,024.9	2,950.9
Sundry Revenue			
- Administration	0.0	0.0	6.5
- Engineering	90.0	90.0	130.3
- Planning Control and Development	107.4	85.0	69.9
Total - Support Divisions	3,415.7	3,199.9	3,157.6
Total Reimbursement Credits	142,697.6	122,463.5	128,974.6
Net Revenue excluding Capital Financing	(30,233.3)	(20,655.7)	(27,255.4)

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
(continued)			
Capital Financing:			
DEBT CHARGES			
- REFUSE DISPOSAL	10,985.7	10,450.7	10,307.4
- WATER POLLUTION CONTROL	26,104.7	27,114.1	26,536.8
CAPITAL FROM CURRENT			
- REFUSE DISPOSAL	5,878.5	4,605.2	6,376.4
- WATER POLLUTION CONTROL	12,489.2	10,887.3	9,164.1
Total Capital Financing	55,458.1	53,057.3	52,384.7
Net Expenditure including Capital Financing	25,224.8	32,401.6	25,129.3

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Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - WATER SUPPLY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	779.1	739.5	681.0
WATER PURIFICATION	14,079.8	12,647.8	13,481.1
WATER PUMPING	16,938.1	16,261.4	16,901.9
WATER SYSTEMS AND SERVICES	4,538.1	4,572.6	4,235.9
SUPPORT DIVISIONS - ADMINISTRATIVE CHARGES	3,218.3	3,024.9	2,950.9
PAYMENTS IN LIEU OF TAXES	12,737.0	11,448.4	11,442.9
GENERAL ADMINISTRATION CHARGES	625.7	598.8	598.8
PROVISION TO RESERVE - CAPITAL FINANCING	0.0	0.0	3,000.0
IMPROVEMENTS TO METRO PENSION PLAN	155.1	204.0	204.0
Gross Expenditure excluding Capital Financing	53,071.2	49,497.4	53,496.5
Less Reimbursement Credits:			
Rental of Properties	210.0	197.6	99.3
Proceeds from Disposal of Surplus Property	3,596.6	3,596.6	142.6
Sundry Revenue	200.0	200.0	685.9
Sale of Water to Area Municipalities	70,310.8	70,870.8	74,304.0
Interest Earnings	1,910.0	800.0	2,314.4
Total Reimbursement Credits	76,227.4	75,665.0	77,546.2
Net Revenue excluding Capital Financing	(23,156.2)	(26,167.6)	(24,049.7)
Capital Financing:			
DEBT CHARGES	15,695.0	18,594.6	17,821.9
CAPITAL FROM CURRENT	3,000.0	3,000.0	0.0
Total Capital Financing	18,695.0	21,594.6	17,821.9
Net Revenue including Capital Financing	(4,461.2)	(4,573.0)	(6,227.8)

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: AMBULANCE SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
GENERAL ADMINISTRATION	1,540.0	1,442.3	1,427.2
TRAINING DIVISION	627.5	549.6	527.1
COMMUNICATIONS DIVISION	6,393.2	5,661.5	5,251.9
AMBULANCE DIVISION	38,967.7	36,525.8	36,356.1
METRO SAVE-A-LIFE PROGRAM	580.9	538.7	499.3
ADVANCED LIFE SUPPORT PROGRAM	2,761.4	2,427.9	1,986.3
Gross Expenditure excluding Capital Financing	50,870.7	47,145.8	46,047.9
Less Reimbursement Credits:			
Interdepartmental Recoveries	0.0	0.0	10.6
Provincial Grants and Subsidies	27,802.3	25,725.0	26,170.2
Other Revenue	265.0	225.0	381.5
Total Reimbursement Credits	28,067.3	25,950.0	26,562.3
Net Expenditure excluding Capital Financing	22,803.4	21,195.8	19,485.6
Capital Financing:			
DEBT CHARGES	593.4	853.9	791.1
CAPITAL FROM CURRENT	1,077.3	831.9	684.6
Total Capital Financing	1,670.7	1,685.8	1,475.7
Net Expenditure including Capital Financing	24,474.1	22,881.6	20,961.3

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
COMMISSIONER'S OFFICE	233.4	223.9	220.3
PURCHASED SERVICES	6,757.9	6,389.4	6,007.8
HOSTEL OPERATIONS	27,178.1	21,832.8	22,836.3
ADMINISTRATIVE SERVICES DIVISION	7,829.6	7,257.8	7,024.1
POLICY AND PLANNING DIVISION	6,041.2	5,363.3	5,207.1
SOCIAL SERVICES DIVISION	264,607.2	233,173.7	238,732.4
CHILDREN'S SERVICES DIVISION	106,459.7	90,755.5	82,424.6
HOMES FOR THE AGED DIVISION	103,012.4	94,516.4	93,807.1
HOUSING:			
SUBSIDIES, ETC.	476.2	518.2	496.7
METRO TORONTO HOUSING COMPANY	112,049.0	100,991.2	102,173.2
METRO HOUSING DEVELOPMENT CORP.	659.1	0.0	0.0
Gross Expenditure excluding Capital Financing	635,303.8	561,022.2	558,929.6
Less Reimbursement Credits:			
Commissioner's Office	83.9	80.0	97.0
Purchased Services	5,095.7	4,829.7	4,528.1
Hostel Operations	22,737.9	17,849.5	19,431.4
Administrative Services Division	2,859.9	2,631.4	2,196.0
Policy and Planning Division	2,372.8	2,133.1	2,141.6
Social Services Division	204,734.4	176,409.4	184,947.2
Children's Services Division	87,451.9	74,308.3	67,511.2
Homes for the Aged	88,632.2	81,449.3	81,693.2
Housing:			
Subsidies, etc.	0.0	0.0	4.0
Metro Toronto Housing Company	112,049.0	100,991.2	102,173.2
Metro Housing Development Corp.	659.1	0.0	0.0
Total Reimbursement Credits	526,676.8	460,681.9	464,722.9
Net Expenditure excluding Capital Financing	108,627.0	100,340.3	94,206.7
Capital Financing:			
DEBT CHARGES	2,848.8	3,583.6	3,310.5
CAPITAL FROM CURRENT	4,520.3	3,221.8	2,298.4
Gross Capital Financing	7,369.1	6,805.4	5,608.9
Less Recovery re Housing Company	3,458.5	3,160.3	3,157.3
Net Capital Financing	3,910.6	3,645.1	2,451.6
Net Expenditure including Capital Financing	112,537.6	103,985.4	96,658.3

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CATHOLIC CHILDREN'S AID SOCIETY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	32,204.4	29,253.6	28,888.1
Less Provincial Share	25,763.5	23,402.9	23,110.5
Net Expenditure before Adjustment	6,440.9	5,850.7	5,777.6
Prior Year's Adjustment	188.0	(1.1)	72.0
METRO SHARE	6,628.9	5,849.6	5,849.6

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHILDREN'S AID SOCIETY OF METROPOLITAN TORONTO

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	48,818.0	43,750.0	43,451.0
Less Provincial Share	39,303.0	35,056.9	34,980.0
Net Expenditure before Adjustment	9,515.0	8,693.1	8,471.0
Prior Year's Adjustment	(236.8)	(2.1)	220.0
METRO SHARE	9,278.2	8,691.0	8,691.0

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: JEWISH FAMILY AND CHILD SERVICE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	2,487.3	2,380.0	2,301.4
Less Provincial Share	1,989.8	1,904.0	1,841.1
Net Expenditure before Adjustment	497.5	476.0	460.3
Prior Year's Adjustment	(15.7)	0.0	15.7
METRO SHARE	481.8	476.0	476.0

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO ZOO

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure	15,194.4	13,593.7	12,722.4
Less Revenue	7,570.1	5,603.5	6,077.8
NET OPERATING COST	7,624.3	7,990.2	6,644.6
Metro Special Costs:			
EXPENSES OF COUNCIL APPOINTEES	3.5	3.5	0.0
Net Cost to Metro excluding Capital Financing	7,627.8	7,993.7	6,644.6
Capital Financing:			
DEBT CHARGES	3,503.1	4,148.9	4,030.4
CAPITAL FROM CURRENT	514.2	550.9	446.6
Total Capital Financing	4,017.3	4,699.8	4,477.0
Net Cost to Metro including Capital Financing	11,645.1	12,693.5	11,121.6

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO LIBRARY BOARD

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure:			
Director	3,557.7	3,572.7	3,566.2
Public Services	9,602.3	9,288.8	9,462.6
Technical Support	7,507.1	6,183.8	5,928.5
Total Expenditure	20,667.1	19,045.3	18,957.3
Less Revenue:			
Non-General Legislative Grant	1,084.0	157.5	163.4
General Legislative Grant	1,682.2	1,617.5	1,617.5
Other Income	680.7	629.8	684.1
Total Revenue	3,446.9	2,404.8	2,465.0
NET COST TO METRO EXCLUDING CAPITAL FINANCING	17,220.2	16,640.5	16,492.3
Capital Financing:			
DEBT CHARGES	3,953.7	4,378.9	4,132.6
CAPITAL FROM CURRENT	194.3	182.1	168.2
Total Capital Financing	4,148.0	4,561.0	4,300.8
Net Cost to Metro including Capital Financing	21,368.2	21,201.5	20,793.1

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: EXHIBITION PLACE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Non-Stadium Operations:			
Operating Expenditure	26,986.8	24,594.4	25,950.0
Less Operating Revenue	28,963.9	27,178.1	27,083.3
Net Operating Income for Non-Stadium Operations	(1,977.1)	(2,583.7)	(1,133.3)
Stadium:			
Operating Expenditure	3,563.2	3,740.5	3,281.4
Less Operating Revenue	6,488.8	5,641.8	6,673.0
Net Operating Income for Stadium	(2,925.6)	(1,901.3)	(3,391.6)
Total Exhibition Place:			
NET OPERATING INCOME	(4,902.7)	(4,485.0)	(4,524.9)
Adjustment to Prior Year's Actual	0.0	0.0	(80.4)
Net Operating Income After Adjustment	(4,902.7)	(4,485.0)	(4,605.3)
Metro Special Costs:			
PROVISION FOR CAPITAL IMPROVEMENTS RESERVE FUND	847.3	691.0	775.4
EXPENSES OF COUNCIL APPOINTEES	10.0	10.0	1.2
Total Metro Special Costs	857.3	701.0	776.6
Metro Revenue excluding Capital Financing	(4,045.4)	(3,784.0)	(3,828.7)
Less Reimbursement Credits:			
USER FEES TRANSFERRED FROM STADIUM	847.3	691.0	775.4
Net Revenue excluding Capital Financing	(4,892.7)	(4,475.0)	(4,604.1)
Capital Financing:			
DEBT CHARGES	4,540.0	5,377.9	5,220.5
CAPITAL FROM CURRENT	2,205.4	2,738.7	2,764.7
Total Capital Financing	6,745.4	8,116.6	7,985.2
Net Expenditure including Capital Financing	1,852.7	3,641.6	3,381.1

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: O'KEEFE CENTRE FOR THE PERFORMING ARTS

PROGRAM OR APPROPRIATION	In $000's to one decimal place 1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure	5,077.8	3,402.3	7,215.9
Less Operating Revenue	5,355.4	3,772.4	7,979.4
NET OPERATING INCOME	(277.6)	(370.1)	(763.5)
Adjustment to Prior Year's Actual	0.0	0.0	(35.2)
Net Operating Income after Adjustment	(277.6)	(370.1)	(798.7)
Metro Special Costs:			
PROVISION TO RESERVE FUND	300.0	325.0	291.0
SPECIAL ITEM - IMPROVEMENTS	910.0	973.0	923.7
Total Metro Special Costs	1,210.0	1,298.0	1,214.7
Metro Gross Expenditure excluding Capital Financing	932.4	927.9	416.0
Less Reimbursement Credits:			
SURCHARGE FEE TRANSFERRED FROM O'KEEFE	300.0	325.0	291.0
CONTRIBUTION FROM RESERVE FUND	227.5	243.3	231.0
Total Reimbursement Credits	527.5	568.3	522.0
Net Expenditure/(Revenue) excluding Capital Financing	404.9	359.6	(106.0)
Capital Financing:			
DEBT CHARGES	0.0	26.2	26.2
Net Expenditure including Capital Financing	404.9	385.8	(79.8)

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: THE GUILD

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
The Guild Inn:			
Operating Expenditure	898.6	825.2	4,196.3
Less Operating Revenue	596.6	596.6	3,789.9
NET OPERATING COST - INN	302.0	228.6	406.4
Adjustment to Prior Year's Actual	0.0	0.0	0.1
Net Operating Cost after Adjustment	302.0	228.6	406.5
Cultural Office:			
NET OPERATING COST/(INCOME) - CULTURAL OFFICE	(1.9)	142.5	98.0
Metro Special Costs:			
EXPENSES OF COUNCIL APPOINTEES	3.0	3.0	0.0
Metro Gross/Net Expenditure	303.1	374.1	504.5

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PARKS AND PROPERTY DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
ADMINISTRATION	4,713.0	4,090.9	4,325.9
ADMINISTRATION - 57 ADELAIDE ST. EAST	0.0	230.5	194.9
RENOVATIONS	2,922.1	3,403.3	3,154.9
REAL ESTATE	1,028.6	958.1	882.0
PROPERTY MANAGEMENT	2,210.9	2,124.5	1,980.4
OPERATIONS GENERAL AND CENTRAL SERVICES	4,586.2	4,134.1	4,171.0
MAINTENANCE OF GENERAL PARKLANDS	10,297.7	9,234.5	9,212.7
SPORTS AND OTHER ACTIVITIES	3,944.4	3,623.7	3,501.0
TRANSPORTATION SERVICES	5,314.4	4,513.0	4,538.6
CARETAKING AND MAINTENANCE	10,143.9	8,409.2	8,409.2
Gross Expenditure excluding Capital Financing	45,161.2	40,721.8	40,370.6
Less Reimbursement Credits:			
Interdepartmental Recoveries	10,320.4	9,369.6	9,337.1
Provincial Grants and Subsidies	835.0	783.9	712.0
Other Revenue	17,400.0	15,488.0	16,045.1
Transfer Of Rental Revenue To Other Departments' Accounts	(1,880.7)	(1,926.1)	(2,088.9)
Total Reimbursement Credits	26,674.7	23,715.4	24,005.3
Net Expenditure excluding Capital Financing	18,486.5	17,006.4	16,365.3
Capital Financing:			
DEBT CHARGES	3,305.3	3,682.0	3,441.5
CAPITAL FROM CURRENT	2,641.4	2,012.9	1,090.0
Total Capital Financing	5,946.7	5,694.9	4,531.5
Net Expenditure including Capital Financing	24,433.2	22,701.3	20,896.8

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PLANNING DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
CENTRAL SERVICES DIVISION	1,220.6	1,211.2	1,216.1
POLICY DEVELOPMENT DIVISION	547.4	498.2	460.6
RESEARCH DIVISION	985.2	854.4	817.7
DEVELOPMENT CONTROL DIVISION	505.8	468.3	462.7
TRANSPORTATION	880.5	879.8	866.6
TRAVEL BEHAVIOUR STUDY	0.0	149.5	152.0
Gross Expenditure	4,139.5	4,061.4	3,975.7
Less Reimbursement Credits:			
Provincial Subsidy	98.7	223.8	235.9
Other Revenue	26.0	99.9	104.2
Total Reimbursement Credits	124.7	323.7	340.1
Net Expenditure	4,014.8	3,737.7	3,635.6

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: REDEVELOPMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
TREFANN COURT	0.0	0.5	0.0
SCARBOROUGH ONIP	27.2	39.0	31.0
CITY OF TORONTO ONIP	1.2	17.3	17.5
YORK ONIP	27.5	60.0	60.0
EAST YORK ONIP	63.1	88.5	49.0
Gross Expenditure	119.0	205.3	157.5
Less Reimbursement Credits:			
Sundry Revenue	0.0	0.5	0.1
Net Expenditure	119.0	204.8	157.4

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO CONVENTION AND VISITORS ASSOCIATION

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure:			
Marketing	6,480.9	7,415.5	6,116.0
Sales	1,694.4	1,164.5	707.5
Administration	1,833.6	1,360.2	2,471.9
Office Relocation	404.2	0.0	67.6
Total Expenditure	10,413.1	9,940.2	9,363.0
Less Revenue:			
Marketing	2,611.8	3,079.6	2,637.1
Sales	727.8	367.0	522.8
Administration	50.0	50.0	33.1
Total Revenue	3,389.6	3,496.6	3,193.0
NET OPERATING COST	7,023.5	6,443.6	6,170.0

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: SUNDRY AT LARGE

PROGRAM OR APPROPRIATION	In $000's to one decimal place 1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Pension Liability Funds			
METRO TORONTO PENSION PLAN	1,646.8	2,152.0	2,152.0
OTHER CIVIC PENSION PLANS	218.3	218.3	217.3
	1,865.1	2,370.3	2,369.3
Purchased Services			
CITY OF TORONTO PURCHASING DIVISION	1,387.3	1,233.0	1,179.7
CITY OF TORONTO FAIR WAGE OFFICER	73.3	72.6	70.0
CITY OF TORONTO MAIL ROOM	102.3	90.4	98.4
PARKING TAG PROCESSING COSTS	1,043.9	958.8	956.6
METRO POLICE FORCE COMPLAINTS BUREAU	653.4	661.3	665.9
RENTAL OF SERVICE AREAS	149.7	204.7	120.0
	3,409.9	3,220.8	3,090.6
Financial Items			
INTEREST ON TEMPORARY FINANCING	6,300.0	4,900.0	6,070.8
PROVISION FOR RESERVE - MAJOR EXPENDITURE VARIATIONS	0.0	277.3	277.3
PROVISION FOR RESERVE FUND - COVERED STADIUM AND MULTI-PURPOSE FACILITY	7,200.0	7,200.0	7,200.0
PROVISION FOR RESERVE - ARBITRATION AND LEGISLATION CONTINGENCY	0.0	7,000.0	7,000.0
DEBENTURE REDEMPTION RESERVE	2,000.0	5,000.0	5,000.0
PROVISION FOR RESERVE FUND - CAPITAL COSTS OF METRO HALL	30,000.0	0.0	15,000.0
PROVISION TO RESERVE - LEASING AUTOMATED OFFICE EQUIPMENT	726.9	0.0	0.0
	46,226.9	24,377.3	40,548.1
Miscellaneous Items			
INSURANCE AND PUBLIC LIABILITY	9,986.4	10,066.5	10,066.5
SHARE OF GENERAL TAX DEFICIENCIES	14,600.0	14,100.0	16,898.9
SUNDRY ITEMS - OTHER EXPENSES	40.0	70.0	73.9
MANAGEMENT COMPENSATION REVIEW	0.0	0.0	48.0
BENEFITS RE EARLY RETIREMENT	207.0	74.8	133.8
BLUFFER'S PARK MARINA LANDSCAPING	0.0	100.0	0.0
CENTREX III	167.3	424.9	267.2
RECEPTION OF DISTINGUISHED VISITORS	100.0	0.0	0.0
ECONOMIC SUMMIT	304.0	0.0	0.0
	25,404.7	24,836.2	27,488.3
Sub-Total	76,906.6	54,804.6	73,496.3
CONTINGENCY	40,394.0	24,166.1	0.0
Total Sundry at Large	117,300.6	78,970.7	73,496.3

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: GRANT PROGRAMS

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Capital Grants			
HOSPITAL GRANTS	1,590.4	1,590.4	1,590.4
CANADIAN HEARING SOCIETY	0.0	140.0	140.0
	1,590.4	1,730.4	1,730.4
Grant Programs			
SOCIAL SERVICES GRANTS	2,804.5	2,579.1	2,579.1
SOCIAL SERVICES DEVELOPMENTAL GRANTS	212.7	204.5	204.5
COMMUNITY AND NEIGHBOURHOOD SUPPORT GRANTS	382.8	308.1	368.1
CULTURAL SERVICES GRANTS - MAJOR FOUR	3,020.0	2,855.0	2,855.0
CULTURAL SERVICES GRANTS - GENERAL	3,350.0	3,136.0	3,136.0
MULTICULTURAL GRANTS	350.0	309.6	309.6
ATHLETIC/AQUATIC GRANTS	88.6	35.0	27.1
GRANTS TO OFFSET TAXES	35.0	0.0	17.7
	10,243.6	9,427.3	9,497.1
Special Grants			
HERBIE FUND	122.9	117.6	117.6
ST. JOHN AMBULANCE	25.3	24.2	24.2
METRO SANTA CLAUS PARADE	33.7	32.2	32.2
GARDINER AWARDS	10.9	10.9	10.5
COMMITTEE FOR PUBLIC VIOLENCE AGAINST WOMEN AND CHILDREN	267.2	187.0	187.0
METRO TORONTO SPECIAL COMMITTEE ON CHILD ABUSE	273.0	280.0	280.0
METRO SAFETY COUNCIL	52.5	50.0	50.0
HESTER HOW DAY CARE CENTRE	11.1	10.8	10.8
M-TRAC RE RAILWAY TRANSPORT HEARINGS	7.5	7.5	7.5
ARTWORK - NEW POLICE HEADQUARTERS	71.8	180.0	128.2
TORONTO ARTS AWARDS	17.5	15.0	15.0
FOODSHARE TORONTO	29.1	28.0	28.0
ROYAL AGRICULTURAL WINTER FAIR	734.6	605.5	605.5
METRO RECYCLING COMMITTEE	120.4	97.4	52.6
HOMES FIRST SOCIETY	50.0	50.0	50.0
JESSIE'S CENTRE FOR TEENAGERS	33.2	33.4	33.4

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: GRANT PROGRAMS

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Special Grants (continued)			
LOW INCOME SINGLES HOUSING/ HOME SHARING	65.0	55.0	55.0
ASSAULTED WOMEN'S HELPLINE	53.2	44.0	44.0
AIDS COMMITTEE OF TORONTO	40.7	16.8	39.1
PUBLIC EDUCATION ON AFFORDABLE HOUSING	20.0	0.0	0.0
EASTER SEAL SIT-A-THON	0.0	0.0	4.0
CANADIAN ENVIRONMENTAL LAW RESEARCH FOUNDATION	0.0	24.0	24.0
ONTARIO MUNICIPAL MANAGEMEMENT DEVELOPMENT BOARD	0.0	6.4	6.4
TORONTO SYMPHONY ORCHESTRA - CANADIAN TOUR	0.0	60.0	60.0
A PEAL FOR PEACE TORONTO	0.0	0.5	0.5
	2,039.6	1,936.2	1,865.5
Total Grant Programs	13,873.6	13,093.9	13,093.0

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: UNALLOCATED REVENUE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Provincial Grants and Subsidies			
GENERAL HOUSEHOLD GRANT	25,843.1	25,661.3	25,661.3
GENERAL SUPPORT GRANT	59,681.9	53,541.9	53,541.9
REVENUE GUARANTEE	0.0	403.2	403.3
RECYCLING COMMITTEE GRANT	15.0	33.2	6.0
ONTARIO YOUTH OPPORTUNITIES GRANT	0.0	0.0	36.7
METRO CONVENTION CENTRE - PAYMENT IN LIEU OF TAXES	0.0	0.0	1,600.0
Total Provincial Grants and Subsidies	85,540.0	79,639.6	81,249.2
Other Revenue			
PROVINCIAL COURTS - FINES AND FEES	6,100.0	6,000.0	5,815.6
PARKING VIOLATION TAGS	36,000.0	25,100.0	24,491.0
GENERAL ADMINISTRATION - WATER SUPPLY DIVISION	625.7	598.8	598.8
INTEREST EARNINGS	18,700.0	14,700.0	21,269.5
SHARE OF SUPPLEMENTARY TAXES LEVIED BY AREA MUNICIPALITIES	17,600.0	14,600.0	21,216.3
COURT AWARDED COSTS	40.0	40.0	67.9
SUNDRY REVENUE	100.0	100.0	283.2
Total Other Revenue	79,165.7	61,138.8	73,742.3
Total Unallocated Revenue	164,705.7	140,778.4	154,991.5

SUMMARY OF CHANGES

TO ESTIMATE -

GROSS EXPENDITURE

BASIS

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 20
DATE - 03/30/88

SUMMARY OF CHANGES TO ESTIMATE - GROSS EXPENDITURE BASIS ($000.0) INCREASE/(DECREASE)

DEPARTMENT OR AGENCY	1988 ORIGINAL SUBMISSION	STANDING COMMITTEE CHANGES	BUDGET SUBCOMMITTEE CHANGES	1988 RECOMMENDED ESTIMATE
GENERAL GOVERNMENT				
COUNCIL	1684.5	0.0	-158.4	1526.1
CHIEF ADMINISTRATIVE OFFICER'S	2389.8	0.0	-202.6	2187.2
MANAGEMENT SERVICES DEPARTMENT	17116.9	0.0	-939.5	16177.4
AUDIT DEPARTMENT	2078.9	0.0	-11.8	2067.1
CHAIRMAN'S OFFICE	1827.8	0.0	-144.4	1683.4
CLERK'S DEPARTMENT	2135.7	0.0	-170.6	1965.1
LEGAL DEPARTMENT	3885.0	0.0	36.0	3921.0
PERSONNEL DEPARTMENT	6477.5	0.0	-753.8	5723.7
TREASURY DEPARTMENT	9077.7	0.0	-688.2	8389.5
TOTAL EXPENDITURE	46673.8	0.0	-3033.3	43640.5
PROTECTIVE SERVICES				
LICENSING COMMISSION	6416.3	0.0	-473.2	5943.1
POLICE COMMISSION	399536.0	0.0	-368.7	399167.3
CONSERVATION AUTHORITY	5234.6	0.0	-264.9	4969.7
TOTAL EXPENDITURE	411186.9	0.0	-1106.8	410080.1
TRANSPORTATION SERVICES				
ROADS & TRAFFIC DEPARTMENT	58997.6	-313.0	-1948.9	56735.7
TORONTO TRANSIT COMMISSION	193169.0	0.0	-4509.5	188659.5
TOTAL EXPENDITURE	252166.6	-313.0	-6458.4	245395.2
ENVIRONMENTAL SERVICES				
WORKS DEPARTMENT	114051.6	0.0	-1587.3	112464.3
TOTAL EXPENDITURE	114051.6	0.0	-1587.3	112464.3
HEALTH SERVICES				
AMBULANCE SERVICES DEPARTMENT	51542.8	0.0	-672.1	50870.7
TOTAL EXPENDITURE	51542.8	0.0	-672.1	50870.7
SOCIAL & FAMILY SERVICES				
COMMUNITY SERVICES DEPARTMENT	682302.9	0.0	-46999.1	635303.8
CATHOLIC CHILDREN'S AID SOCIETY	6037.9	0.0	591.0	6628.9
CHILDREN'S AID SOCIETY - METRO	9443.1	0.0	-164.9	9278.2
JEWISH FAMILY & CHILD SERVICE	468.0	0.0	13.8	481.8
TOTAL EXPENDITURE	698251.9	0.0	-46559.2	651692.7

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 20
DATE - 03/30/88

SUMMARY OF CHANGES TO ESTIMATE - GROSS EXPENDITURE BASIS ($000.0) INCREASE/(DECREASE)

DEPARTMENT OR AGENCY	1988 ORIGINAL SUBMISSION	STANDING COMMITTEE CHANGES	BUDGET SUBCOMMITTEE CHANGES	1988 RECOMMENDED ESTIMATE
RECREATIONAL & CULTURAL SERVICES				
METRO TORONTO ZOO	7711.2	0.0	-83.4	7627.8
LIBRARY BOARD	17790.0	0.0	-569.8	17220.2
EXHIBITION PLACE	-3460.1	0.0	-585.3	-4045.4
O'KEEFE CENTRE	1002.4	0.0	-70.0	932.4
THE GUILD	418.9	0.0	-115.8	303.1
PARKS & PROPERTY DEPARTMENT	46485.6	-253.2	-1071.2	45161.2
TOTAL EXPENDITURE	69948.0	-253.2	-2495.5	67199.3
PLANNING & DEVELOPMENT				
PLANNING DEPARTMENT	4351.2	-167.4	-44.3	4139.5
REDEVELOPMENT	114.6	0.0	4.4	119.0
CONVENTION & VISITORS ASSOCIATION	7647.5	0.0	-624.0	7023.5
TOTAL EXPENDITURE	12113.3	-167.4	-663.9	11282.0
OTHER				
INTERDEPARTMENTAL RECOVERIES	-20061.7	61.2	1864.3	-18136.2
SUNDRY AT LARGE	100069.6	0.0	17231.0	117300.6
GRANT PROGRAMS	14830.4	0.0	-956.8	13873.6
TOTAL GROSS EXPENDITURE EXCLUDING CAPITAL FINANCING	1750773.2	-672.4	-44438.0	1705662.8
CAPITAL FINANCING				
DEBT CHARGES	97296.7	0.0	2839.0	100135.7
CAPITAL FROM CURRENT	55344.8	0.0	380.5	55725.3
TOTAL EXPENDITURE	152641.5	0.0	3219.5	155861.0
TOTAL GROSS EXPENDITURE INCLUDING CAPITAL FINANCING	1903414.7	-672.4	-41218.5	1861523.8
REVENUE OTHER THAN LEVY	-1074815.6	55.0	18666.1	1056094.5
NET EXPENDITURE	828599.1	-617.4	-22552.4	805429.3
SURPLUS FROM 1987 OPERATIONS	36095.7	0.0	-21616.8	57712.5
GENERAL LEVY	792503.4	-617.4	-44169.2	747716.8

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 19
DATE - 03/30/88

SUMMARY OF CHANGES TO ESTIMATE - NET EXPENDITURE BASIS ($000.0) INCREASE/(DECREASE)

DEPARTMENT OR AGENCY	1988 ORIGINAL SUBMISSION	STANDING COMMITTEE CHANGES	BUDGET SUBCOMMITTEE CHANGES	1988 RECOMMENDED ESTIMATE
GENERAL GOVERNMENT				
COUNCIL	1684.5	0.0	-158.4	1526.1
CHIEF ADMINISTRATIVE OFFICER'S	2150.4	0.0	-218.3	1932.1
MANAGEMENT SERVICES DEPARTMENT	8312.0	0.0	324.6	8636.6
AUDIT DEPARTMENT	1734.3	0.0	-11.8	1722.5
CHAIRMAN'S OFFICE	1827.8	0.0	-144.4	1683.4
CLERK'S DEPARTMENT	2088.7	0.0	-147.6	1941.1
LEGAL DEPARTMENT	3480.0	0.0	36.0	3516.0
PERSONNEL DEPARTMENT	4977.5	0.0	746.2	5723.7
TREASURY DEPARTMENT	8830.1	0.0	-688.2	8141.9
TOTAL EXPENDITURE	35085.3	0.0	-261.9	34823.4
PROTECTIVE SERVICES				
LICENSING COMMISSION	1028.8	0.0	-473.2	555.6
POLICE COMMISSION	350345.3	0.0	-1940.2	348405.1
CONSERVATION AUTHORITY	5234.6	0.0	-264.9	4969.7
TOTAL EXPENDITURE	356608.7	0.0	-2678.3	353930.4
TRANSPORTATION SERVICES				
ROADS & TRAFFIC DEPARTMENT	37884.3	-313.0	-904.2	36667.1
TORONTO TRANSIT COMMISSION	96581.0	0.0	-3336.7	93244.3
TOTAL EXPENDITURE	134465.3	-313.0	-4240.9	129911.4
ENVIRONMENTAL SERVICES				
WORKS DEPARTMENT	-27519.6	0.0	-2713.7	-30233.3
TOTAL EXPENDITURE	-27519.6	0.0	-2713.7	-30233.3
HEALTH SERVICES				
AMBULANCE SERVICES DEPARTMENT	23475.5	0.0	-672.1	22803.4
TOTAL EXPENDITURE	23475.5	0.0	-672.1	22803.4
SOCIAL & FAMILY SERVICES				
COMMUNITY SERVICES DEPARTMENT	117384.0	0.0	-8757.0	108627.0
CATHOLIC CHILDREN'S AID SOCIETY	6037.9	0.0	591.0	6628.9
CHILDREN'S AID SOCIETY - METRO	9443.1	0.0	-164.9	9278.2
JEWISH FAMILY & CHILD SERVICE	468.0	0.0	13.8	481.8
TOTAL EXPENDITURE	133333.0	0.0	-8317.1	125015.9

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

FORM NO. MT 19
DATE - 03/30/88

SUMMARY OF CHANGES TO ESTIMATE - NET EXPENDITURE BASIS ($000.0) INCREASE/(DECREASE)

DEPARTMENT OR AGENCY	1988 ORIGINAL SUBMISSION	STANDING COMMITTEE CHANGES	BUDGET SUBCOMMITTEE CHANGES	1988 RECOMMENDED ESTIMATE
RECREATIONAL & CULTURAL SERVICES				
METRO TORONTO ZOO	7711.2	0.0	-83.4	7627.8
LIBRARY BOARD	17790.0	0.0	-569.8	17220.2
EXHIBITION PLACE	-4307.4	0.0	-585.3	-4892.7
O'KEEFE CENTRE	457.4	0.0	-52.5	404.9
THE GUILD	418.9	0.0	-115.8	303.1
PARKS & PROPERTY DEPARTMENT	20413.2	-192.0	-1734.7	18486.5
TOTAL EXPENDITURE	42483.3	-192.0	-3141.5	39149.8
PLANNING & DEVELOPMENT				
PLANNING DEPARTMENT	4171.5	-112.4	-44.3	4014.8
REDEVELOPMENT	114.6	0.0	4.4	119.0
CONVENTION & VISITORS ASSOCIATION	7647.5	0.0	-624.0	7023.5
TOTAL EXPENDITURE	11933.6	-112.4	-663.9	11157.3
OTHER				
SUNDRY AT LARGE	100069.6	0.0	17231.0	117300.6
GRANT PROGRAMS	14830.4	0.0	-956.8	13873.6
TOTAL EXPENDITURE EXCLUDING CAPITAL FINANCING	824765.1	-617.4	-6415.2	817732.5
CAPITAL FINANCING				
DEBT CHARGES	93838.2	0.0	2839.0	96677.2
CAPITAL FROM CURRENT	55344.8	0.0	380.5	55725.3
TOTAL EXPENDITURE	149183.0	0.0	3219.5	152402.5
TOTAL EXPENDITURE INCLUDING CAPITAL FINANCING	973948.1	-617.4	-3195.7	970135.0
UNALLOCATED REVENUE	-145349.0	0.0	-19356.7	-164705.7
NET EXPENDITURE	828599.1	-617.4	-22552.4	805429.3
SURPLUS FROM 1987 OPERATIONS	36095.7	0.0	-21616.8	57712.5
GENERAL LEVY	792503.4	-617.4	-44169.2	747716.8

INTERDEPARTMENTAL RECOVERIES

Interdepartmental Recoveries represent the amounts recovered by a department for services rendered and charged to other departments or the Licensing and Police Commissions. In order to avoid the resulting "double-counting" of gross expenditure, all Interdepartmental Recoveries must be deducted when totalling the Corporate figures in order to reflect properly the gross expenditures for the year.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

REIMBURSEMENT CREDITS: INTERDEPARTMENTAL RECOVERIES

DEPARTMENT OR AGENCY	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Chief Administrative Officer's Department	225.1	109.0	115.1
Management Services Department	6,805.5	6,037.3	6,754.7
Audit Department	166.0	164.5	184.5
Clerk's Department	7.0	7.0	22.0
Legal Department	376.2	344.2	337.4
Roads and Traffic Department	236.0	290.1	249.8
Ambulance Services Department	0.0	0.0	10.6
Parks and Property Department	10,320.4	9,369.6	9,337.1
Total	18,136.2	16,321.7	17,011.2

INTERDEPARTMENTAL RECOVERIES

Notes on Interdepartmental Recoveries

1. Chief Administrative Officer's Department

    - Recovery from the Community Services Department for staff attendance at the Kingswood Program.

2. Management Services Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Re Data Processing, Survey and Engineering, Central Mapping, Printing and Graphics, and Word Processing Services:			
Chief Administrative Officer's Department	62.6	77.1	77.6
Audit Department	32.6	22.3	16.6
Chairman's Office	14.0	9.6	14.8
Clerk's Department	68.6	18.9	15.4
Legal Department	1.6	4.7	4.7
Personnel Department	90.2	109.0	138.4
Treasury Department	1,370.4	1,264.0	1,514.2
Licensing Commission	200.0	347.7	332.6
Roads and Traffic Department	979.1	732.5	683.3
Works Department - Environmental Services	103.2	101.3	108.7
Ambulance Services Department	407.4	389.7	396.2
Community Services Department	2,900.4	2,521.1	3,090.4
Parks and Property Department	98.9	101.1	69.3
Planning Department	476.5	338.3	292.5
Total	6,805.5	6,037.3	6,754.7

Notes on Interdepartmental Recoveries (cont'd)

3. Audit Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Re Audit Services:			
Licensing Commission	11.5	11.0	11.0
Police Commission	40.0	42.0	39.0
Community Services Department	109.5	107.5	120.5
Other	5.0	4.0	14.0
Total	166.0	164.5	184.5

4. Clerk's Department

- Secretarial Services for Community Services Department

5. Legal Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Re Services of the Metropolitan Solicitor:			
Chairman's Office	0.1	0.1	0.0
Personnel Department	2.5	1.3	2.6
Treasury Department	3.0	3.0	1.3
Licensing Commission	37.0	35.0	37.0
Police Commission	200.0	175.0	197.7
Roads and Traffic Department	55.0	55.0	36.8
Works Department - Environmental Services	9.0	9.0	6.0
Ambulance Services Department	8.0	8.0	7.5
Community Services Department	45.0	41.5	42.5
Parks and Property Department	14.6	14.6	4.7
Planning Department	2.0	1.7	1.3
Total	376.2	344.2	337.4

Notes on Interdepartmental Recoveries (cont'd)

6. Roads and Traffic Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Re Services Performed:			
Management Services Department	222.0	245.8	218.0
Police Commission	(44.7)	0.0	0.5
Works Department - Environmental Services	11.2	6.4	21.4
Parks and Property Department	47.3	37.9	5.3
Ambulance Services Department	0.2	0.0	2.1
Community Services Department	0.0	0.0	2.5
Total	236.0	290.1	249.8

7. Parks and Property Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Re Services Performed:			
Audit Department	2.5	2.0	0.0
Personnel Department	10.8	19.0	4.8
Licensing Commission	19.0	18.0	17.4
Police Commission	9,424.2	8,528.3	8,441.5
Roads and Traffic Department	253.5	251.5	301.1
Works Department - Environmental Services	26.0	24.0	16.5
Ambulance Services Department	528.7	482.5	495.4
Community Services Department	42.7	39.3	40.7
Other	13.0	5.0	19.7
Total	10,320.4	9,369.6	9,337.1

REVENUE OTHER THAN LEVY

Revenue Other Than Levy represents the sources of funding Metropolitan gross expenditures other than the revenue raised from property taxes and the surplus carried forward from the previous year.

Revenue Other Than Levy is comprised of two major components:

- Provincial Grants and Subsidies
- Other Revenue (operating revenue, sundry revenue, etc.)

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

REIMBURSEMENT CREDITS: REVENUE OTHER THAN LEVY

DEPARTMENT OR AGENCY	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Provincial Grants and Subsidies			
Chief Administrative Officer's Department	20.0	0.0	0.0
Clerk's Department	15.0	0.0	0.0
Personnel Department	0.0	10.9	11.2
Treasury Department	2.5	2.5	2.3
Police Commission	43,142.0	42,833.8	42,830.2
Roads and Traffic Department	16,091.5	15,289.9	15,389.9
Toronto Transit Commission	95,415.2	85,077.7	84,381.9
Ambulance Services Department	27,802.3	25,725.0	26,170.2
Community Services Department	398,720.0	344,630.6	345,375.7
Parks and Property Department	835.0	783.9	712.0
Planning Department	98.7	223.8	235.9
Sub-Total	582,142.2	514,578.1	515,109.3
Unallocated Provincial Grants and Subsidies			
General Household Grant	25,843.1	25,661.3	25,661.3
General Support Grant	59,681.9	53,541.9	53,541.9
Revenue Guarantee Grant	0.0	403.2	403.3
Ontario Youth Program Subsidy	0.0	0.0	36.7
Recycling Committee Grant	15.0	33.2	6.0
Metro Convention Centre - Payment in Lieu of Taxes	0.0	0.0	1,600.0
Sub-Total	85,540.0	79,639.6	81,249.2
Total Provincial Grants and Subsidies	667,682.2	594,217.7	596,358.5
Other Revenue			
Chief Administrative Officer's Department	10.0	5.0	7.9
Management Services Department	735.3	546.5	654.9
Audit Department	178.6	155.2	168.2
Clerk's Department	2.0	2.0	1.7
Legal Department	28.8	26.3	26.0
Personnel Departmet	0.0	0.0	2.9
Treasury Department	245.1	227.1	231.8
Licensing Commission	5,387.5	4,669.1	5,159.1
Police Commission	7,620.2	6,704.5	7,567.3
Roads and Traffic Department	3,741.1	2,919.9	3,734.0
Works Dept. - Environmental Services:			
Refuse Disposal	39,861.9	34,000.0	37,991.3
Water Pollution Control	99,420.0	85,263.6	87,825.7
Support Divisions	3,415.7	3,199.9	3,157.6

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

REIMBURSEMENT CREDITS: REVENUE OTHER THAN LEVY

DEPARTMENT OR AGENCY	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Other Revenue (continued)			
Ambulance Services Department	265.0	225.0	381.5
Community Services Department	127,956.8	116,051.3	119,347.2
Recovery from Housing re Debt Charges	3,458.5	3,160.3	3,157.3
Exhibition Place	847.3	691.0	775.4
O'Keefe Centre	527.5	568.3	522.0
Parks and Property Department	15,519.3	13,561.9	13,956.2
Planning Department	26.0	99.9	104.2
Redevelopment	0.0	0.5	0.1
Sub-Total	309,246.6	272,077.3	284,772.3
Unallocated Other Revenue			
Provincial Courts - Fines and Fees	6,100.0	6,000.0	5,815.6
Parking Violation Tags	36,000.0	25,100.0	24,491.0
General Administration - Water Supply Division	625.7	598.8	598.8
Interest Earnings	18,700.0	14,700.0	21,269.5
Share of Supplementary Taxes Levied by Area Municipalities	17,600.0	14,600.0	21,216.3
Court Awarded Costs	40.0	40.0	67.9
Sundry Revenue	100.0	100.0	283.2
Sub-Total	79,165.7	61,138.8	73,742.3
Total Other Revenue	388,412.3	333,216.1	358,514.6
Revenue Other Than Levy	1,056,094.5	927,433.8	954,873.1

REVENUE OTHER THAN LEVY

Notes on Provincial Grants and Subsidies

A. Ongoing Provincial Grants and Subsidies

1. Clerk's Department

   - Consultant study for exhibit and research planning.

2. Treasury Department

   - Subsidy toward the cost of summer employment of a student under the Municipal Administration Program.

3. Police Commission

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Police Household Grant at a rate of $50.00 per household (based on estimate of 861,435 households)	43,071.8	42,768.8	42,768.8
Youth Program Grant	70.2	65.0	61.4
Total	43,142.0	42,833.8	42,830.2

4. Roads and Traffic Department

   - Subsidy is received on 50% of certain eligible expenditures out of current funds with respect to maintenance and traffic engineering of arterial roads.

Notes on Provincial Grants and Subsidies (cont'd)

5. Toronto Transit Commission

- Provincial subsidy is based on a formula paying approximately 16.0% of eligible TTC operating expenditure (including eligible Metro debt charges) plus special subsidies for the operation of new major transit lines, transportation services for the physically handicapped, and a capital assistance subsidy related to leased commuter parking lots.

6. Ambulance Services Department

- Provincial subsidy from the Ministry of Health applies to eligible expenditures in the provision of ambulance services.

7. Community Services Department

		1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
a.	Commissioner's Office	83.9	80.0	97.0
b.	Purchased Services	4,964.5	4,723.9	4,400.1
c.	Hostel Operations	21,523.5	17,027.6	18,239.5
d.	Administrative Services	2,785.4	2,474.2	2,062.0
e.	Policy and Planning	809.9	652.5	581.9
f.	Social Services	203,328.5	174,842.5	183,636.7
g.	Children's Services	80,919.0	68,820.6	61,809.8
h.	Homes for the Aged	60,071.3	56,156.3	54,912.6
i.	Metro Toronto Housing Co.	24,234.0	19,853.0	19,636.1
	Total	398,720.0	344,630.6	345,375.7

Notes on Provincial Grants and Subsidies (cont'd)

Community Services Department (cont'd)

a. 50% of the eligible costs of Administration.

b. 50% of the eligible costs of Administration; 80% of the eligible costs of Homemakers' and Nurses' Services and Purchased Counselling.

c. 100% of the net eligible expenditures for Non-Resident cases; 80% of the balance of net eligible expenditures except night emergency services which is 50%.

d. 50% of the eligible costs of Administration; 80% of the eligible costs of Staff Training.

e. 50% of the eligible costs of Administration.

f. 50% of the eligible costs of Administration; 100% of the eligible costs of Non-Resident cases; 80% of the net eligible expenditures for Private Nursing Home Care, Assessment/Outreach, Staff Training, General Assistance, Supplementary Aid, Purchased Employment Programs, Teaching Homemakers; 50% of net expenditures for Special Assistance.

g. 50% of items of a capital nature in the current estimate; 80% of eligible net expenditures for Metro operated Day Nursery and Day Care Centres, Private Day Nurseries, and Private Home Day Care; 80% of the costs related to the ASPIRE Program.

h. 100% of eligible expenditures for Extended Care; 70% of the net balance of Extended Care expenditures and the net eligible expenditures for residential care; 100% of designated physicians' services; 50% of expenditures of a capital nature out of current funds.

i. Subsidy received based on Provincial housing programs, covering the difference between expenditure and revenue of the Housing Company.

Notes on Provincial Grants and Subsidies (cont'd)

8. Parks and Property Department

- Island transportation costs are subsidized by the Ministry of Transportation of Ontario on a similar basis as the TTC operating assistance subsidy.

9. Planning Department

- Subsidy from the Ministry of Transportation of Ontario applies to various transportation studies.

10. Unconditional Grants - General Household Grant

- Metro Toronto will receive $25,843.1 thousand in the form of the General Household Grant for 1988. This grant is based on a rate of $30.00 per household. The number of households used for the estimate is 861,435.

11. Unconditional Grants - General Support Grant

- For 1988, Metro will receive $59,681.9 thousand by means of the General Support Grant, an increase of 11.5 per cent over 1987 Estimate. The grant calculation is based on 6.0 per cent of the "net general dollar levy" of the previous year. For 1988, the 1987 Police Household Grant was included in the base figure, which contributes to the increase in the 1988 grant.

12. Revenue Guarantee Grant

- In 1987, the Province guaranteed that the total Unconditional Grant payment received by municipalities would be at least 2.0% greater than that received in 1986. In 1987, Metro received $403.3 thousand. For 1988, Metro does not qualify for this grant.

Notes on Provincial Grants and Subsidies (cont'd)

13. Ontario Youth Opportunities Grant

The funds represent the Provincial financing associated with the Youth Opportunities Program.

14. Recycling Committee Grant

- Certain activities of the Metro Toronto Recycling Committee are eligible for Provincial grants.

15. Metro Convention Centre - Payment in Lieu of Taxes

- During 1987, the Minister of Municipal Affairs introduced legislation retroactively exempting the Metro Toronto Convention Centre from property taxes since 1984. As part of the agreement, the Ministry provided a one-time payment of $1,600.0 thousand to Metro to offset partially the loss of tax revenue.

REVENUE OTHER THAN LEVY

Notes on Other Revenue

1. Chief Administrative Officer's Department

   - Revenue from the Kingswood Program.

2. Management Services Department

Re Data Processing, Survey and Engineering, Central Mapping, and Word Processing Services:

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Toronto Transit Commission	40.0	40.0	31.6
Works Department - Water Supply	15.5	21.0	11.1
Zoological Society	0.0	0.0	15.2
O'Keefe Centre	16.8	15.6	12.0
Exhibition Place	0.0	29.4	3.1
Other Municipalities	486.0	281.0	447.9
Other	177.0	159.5	134.0
Total	735.3	546.5	654.9

3. Audit Department

Re Audit Services:

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Works Department - Water Supply	26.0	29.2	29.2
Metro Zoo	17.0	16.0	16.0
Library Board	19.0	16.0	16.0
Exhibition Place	72.0	60.0	72.0
O'Keefe Centre	17.5	16.0	16.0
The Guild	18.5	17.5	17.5
Sub-Total	170.0	154.7	166.7
Other Revenue	8.6	0.5	1.5
Total	178.6	155.2	168.2

Notes on Other Revenue (cont'd)

4. Clerk's Department

- Sale of Publications.

5. Legal Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Water Supply	0.0	0.0	1.5
Metro Zoo	6.2	5.7	5.5
Library Board	3.5	3.2	3.2
Exhibition Place	12.3	11.2	10.1
O'Keefe Centre	2.2	2.1	2.1
The Guild	4.0	3.5	3.5
Sub-Total	28.2	25.7	25.9
Sundry Revenue	0.6	0.6	0.1
Total	28.8	26.3	26.0

6. Treasury Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Recoveries of administrative costs of Metropolitan Pension Funds	205.1	191.5	198.5
Recovery from Exhibition Place	35.0	30.6	30.6
Sundry Revenue	5.0	5.0	2.7
Total	245.1	227.1	231.8

Notes on Other Revenue (cont'd)

7. Licensing Commission

- Licence fees and sundry revenue.

8. Police Commission

- Sale of various reports, sundry revenue, and recovery from the Province for costs relating to Court Security Officers and Provincial Offense Tickets.

9. Roads and Traffic Department

- Revenue re Planning and Design, Roadway Services, and Traffic Engineering services, encroachment agreements, and sundry revenue.

10. Works Department - Environmental Services

a) Refuse Disposal
   - Disposal fees at transfer stations and landfill sites and sundry revenue.

b) Water Pollution Control
   - Surcharge on water sales to area municipalities and private waste water treatment agreements and other revenue.

c) Support Divisions
   - Recovery from Water Supply re support services (Administration, Planning, Engineering) as well as a recovery from the capital expenditure accounts for Engineering.

11. Ambulance Services Department

- Revenue from Metro Save-a-Life Program and sundry revenue.

Notes on Other Revenue (cont'd)

12. Community Services Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Purchased Services	131.2	105.8	128.0
Hostel Operations	1,214.4	821.9	1,191.9
Administrative Services	74.5	157.2	134.0
Policy and Planning	1,562.9	1,480.6	1,559.7
Social Services	1,405.9	1,566.9	1,310.5
Children's Services	6,532.9	5,487.7	5,701.4
Homes for the Aged	28,560.9	25,293.0	26,780.6
Housing - Subsidies, etc.	0.0	0.0	4.0
Metro Toronto Housing Company	87,815.0	81,138.2	82,537.1
Metro Housing Development	659.1	0.0	0.0
Sub-Total	127,956.8	116,051.3	119,347.2
Recovery from Housing Company re Debt Charges	3,458.5	3,160.3	3,157.3
Total	131,415.3	119,211.6	122,504.5

13. Exhibition Place

- Re User Fees transferred from Exhibition Place for the Capital Improvements Reserve Fund.

14. O'Keefe Centre

- Re Surcharge Fee transferred from the O'Keefe Centre for the Capital Improvements Reserve Fund, and the 25% share of the renovation program provided from the Reserve Fund.

Notes on Other Revenue (cont'd)

15. Parks and Property Department

	1988 Estimate ($000's)	1987 Estimate ($000's)	1987 Actual ($000's)
Administration	200.0	162.5	283.2
Adelaide Street Theatre	0.0	15.0	31.8
Caretaking and Maintenance	656.1	618.2	597.5
Renovations	0.0	0.0	0.6
Parkland Maintenance	69.2	64.4	91.1
Sports and Other Activities	4,346.5	4,013.3	4,079.4
Transportation Services	2,746.8	1,926.4	2,109.5
Operations General	41.0	40.6	45.5
Property Management (Net) *	7,459.7	6,721.5	6,717.4
Sundry	0.0	0.0	0.2
Total	15,519.3	13,561.9	13,956.2

* This revenue pertains to the rental income from various Metro properties, and is shown as a net figure after deducting the transfer to other departments' and agencies' accounts.

16. Planning Department

- Sundry revenue from sale of publications and printing services for maps.

17. Provincial Courts - Fines and Fees

- This revenue item consists of fines collected on behalf of Metro for infractions of Municipal by-laws including fines levied for parking tag violations resulting from a court summons.

Notes on Other Revenue (cont'd)

18. Parking Violation Tags

- This line represents income from parking tag fees paid prior to a summons being issued to appear in court.

19. General Administration - Water Supply Division

- This item represents a charge by the Treasury Department for administration services provided on behalf of the Water Supply Division.

20. Interest Earnings

- The Corporation invests funds surplus to cash flow needs in the short term money market. The interest earned is captured herein.

21. Supplementary Taxes Levied by Area Municipalities

- Metro receives a portion of Supplementary Taxes levied by area municipalities during the year. This revenue is credited to the Unallocated Revenue budget. A provision for tax deficiencies is made in the Sundry-at-Large budget whereby Metro reimburses area municipalities for any loss in assessment that occurs during the year.

22. Court Awarded Costs

- All court awarded costs are credited to the general revenue of the Corporation.

23. Sundry Revenues

- Sundry Revenue accounts are miscellaneous revenue accounts which are too small to be identified separately, and do not belong to any other revenue category.

CAPITAL FINANCING COSTS

($000's)

	1988 Estimate			1987 Estimate			1987 Actual		
	Debt Charges	Capital from Current	Total	Debt Charges	Capital from Current	Total	Debt Charges	Capital from Current	Total
A. **Metro General**									
Clerk's Department	5.9	502.5	508.4	12.5	409.0	421.5	0.0	0.0	0.0
Police Commission	9,307.4	3,881.6	13,189.0	7,139.8	6,199.1	13,338.9	7,143.2	11,352.4	18,495.6
Conservation Authority	3,991.7	2,986.9	6,978.6	4,010.9	2,923.5	6,934.4	3,813.1	2,449.3	6,262.4
Roads and Traffic Department	12,298.6	8,358.5	20,657.1	13,937.5	7,738.5	21,676.0	14,106.8	6,267.1	20,373.9
Toronto Transit Commission	18,697.4	10,475.2	29,172.6	13,714.0	12,226.0	25,940.0	13,530.4	11,465.1	24,995.5
Works Dept. - Environmental Services:									
Refuse Disposal	10,985.7	5,878.5	16,864.2	10,450.7	4,605.2	15,055.9	10,307.4	6,376.4	16,683.8
Water Pollution Control	26,104.7	12,489.2	38,593.9	27,114.1	10,887.3	38,001.4	26,536.8	9,164.1	35,700.9
Ambulance Services Department	593.4	1,077.3	1,670.7	853.9	831.9	1,685.8	791.1	684.6	1,475.7
Community Services Department	2,848.8	4,520.3	7,369.1	3,583.6	3,221.8	6,805.4	3,310.5	2,298.4	5,608.9
Metro Toronto Zoo	3,503.1	514.2	4,017.3	4,148.9	550.9	4,699.8	4,030.4	446.6	4,477.0
Library Board	3,953.7	194.3	4,148.0	4,378.9	182.1	4,561.0	4,132.6	168.2	4,300.8
Exhibition Place	4,540.0	2,205.4	6,745.4	5,377.9	2,738.7	8,116.6	5,220.5	2,764.7	7,985.2
O'Keefe Centre	0.0	0.0	0.0	26.2	0.0	26.2	26.2	0.0	26.2
Parks and Property Department	3,305.3	2,641.4	5,946.7	3,682.0	2,012.9	5,694.9	3,441.5	1,090.0	4,531.5
Total Gross Capital Financing	100,135.7	55,725.3	155,861.0	98,430.9	54,526.9	152,957.8	96,390.5	54,526.9	150,917.4
Less: Recovery re Housing Company	3,458.5	0.0	3,458.5	3,160.3	0.0	3,160.3	3,157.3	0.0	3,157.3
Total Net Capital Financing	96,677.2	55,725.3	152,402.5	95,270.6	54,526.9	149,797.5	93,233.2	54,526.9	147,760.1
B. **Water Supply**									
Works Dept. - Water Supply	15,695.0	3,000.0	18,695.0	18,594.6	3,000.0	21,594.6	17,821.9	0.0	17,821.9
Provision to Capital Financing Stabilization Reserve	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,000.0	3,000.0
Total	15,695.0	3,000.0	18,695.0	18,594.6	3,000.0	21,594.6	17,821.9	3,000.0	20,821.9

SUMMARY OF RESERVES/RESERVE FUNDS FOR GENERAL PURPOSES AND WATERWORKS PURPOSES

A reserve is an amount of revenue earmarked for a particular purpose. It has no reference to any specific assets. Generally, investment income generated by reserves is credited to Corporate interest earnings.

A reserve fund is the same as a reserve, except that it has distinguishable assets, and the money set aside is paid into a separate bank account. Income earned on investment is required to be added to the reserve fund and accounted for as part of the reserve fund.

The dollar balances for the various reserves/reserve funds in the Municipality of Metropolitan Toronto for General Purposes are shown on Schedule 1, and for Waterworks Purposes on Schedule 2.

A. Reserves

Exchange Stabilization

There are two Exchange Stabilization Reserves, one for General Purpose requirements and the other for Water Supply requirements. They were established in the late 1950's to accommodate any over-expenditure which could arise on the foreign exchange portion of debt charges.

Equipment Replacement: Roads and Traffic and Works - Refuse Disposal

These two reserves were established in order to stabilize fluctuations in the rate of expenditure needed annually to replace large items of equipment. The Roads and Traffic reserve was established in 1971, and the Works reserve was established in 1980.

Office Automation Equipment Reserve

This reserve is being established in 1988 to finance all costs and receive all revenue associated with the Office Automation Equipment Pool. Purchasing and maintenance of automated office equipment will be undertaken centrally for Metropolitan Departments. Equipment will be leased from the Pool.

Police Central Sick Pay

This reserve was established in 1982 to provide for additional sick pay liability for the Metro Police arising from their collective agreement.

Acquisition of Parklands

This reserve was established in 1980 to provide funds to facilitate the purchase of a tract of land north of the Metro Zoo for parkland purposes.

Major Expenditure Variations

This reserve was established in 1984 to provide for major unanticipated expenditures which could arise during the year.

Capital Financing Stablilization

There are two Capital Financing Stabilization Reserves, one for General Purpose requirements and the other for Water Supply requirements. The purpose of the reserves is to stabilize each year the application of the current contribution to capital at 50% of the actual net debenturable capital expenditures. That is, in those years when the current levy for capital expenditures is greater than the actual amount required, then the excess will be credited to the reserve. Conversely, when the total current levy for capital expenditures is less than the amount required, the difference necessary to meet the current financing level will be drawn from the reserve. It should be noted that the available sinking and program reserve funds are applied prior to calculating the 50 per cent capital from current allocation.

Arbitration and Legislation Contingency

The Arbitration Contingencies reserve was established in 1984 to provide funds required to meet possible retroactive liabilities. In 1986, the reserve was renamed the Arbitration and Legislation Contingency Reserve in order to provide for potential liabilities incurred by changes in Provincial and/or Federal legislation.

Debenture Redemption Reserve

This reserve was established in 1987 to provide financing for the early redemption of Metro debentures where it is financially beneficial to do so.

Refuse Disposal Capacity Replacement Reserve

This reserve was established in 1987 to provide funds to finance the replacement and development of future disposal capacity to service the needs of Metropolitan Toronto and abutting regions. When the Waste Reserve Fund is established in 1988 the balance in the Reserve at that time will be transferred into the Reserve Fund.

Refuse Disposal - Perpetual Care Reserve

This reserve was established in 1987 to provide funds to finance the perpetual care of existing and former landfill sites to protect the environment.

Stabilization of Water Rates

This reserve was established in 1985 to provide funds to absorb potential over-estimation of revenue from sales of water which could be experienced under extremes of adverse weather or operating conditions.

B. Reserve Funds

Contingencies - Ministry of the Environment

This reserve fund was established to provide for payment to the Ministry of the Environment of any costs associated with the operation of the Lakeview Sewage Treatment Plant. Since 1971, no payments to this reserve have been made pending the negotiation of a transfer of the Lakeview Plant to the Ministry of the Environment.

O'Keefe Centre - Capital Improvements and Rehabilitation Reserve Fund

This reserve fund was established in 1980 to provide funds for major maintenance and rehabilitation of the Centre. Payments representing a 25% share of such maintenance and rehabilitation expenditures are made from this reserve fund each year, with the balance of the costs being borne by Metro. Revenue for this reserve fund is generated from a surcharge of 50 cents per admission ticket in excess of $5.00.

Exhibition Stadium Capital Improvements

This reserve fund was established in 1977 to pay for debt servicing related to the rehabilitation of the north grandstand. The revenue from the reserve fund is used to pay for capital improvements at Exhibition Stadium. Revenue for this reserve fund is generated through a user fee of 25 cents per admission ticket in excess of $2.00.

Insurance

This reserve fund was established to provide for certain losses arising from deductible provisions in insurance contracts.

Corporate Sick Pay Liability

This reserve fund was established in 1982 to provide for annual contributions to offset expected payouts over a given period of time. Sick pay credit grants to eligible employees are paid from this reserve fund each year.

Regent Park Community Centre

This reserve fund was established in 1982 to provide for Metro's contribution to the Regent Park Community Centre project. The complete balance will be transferred to a Regent Park Community Centre trust account on January 1, 1989, and the reserve fund will then be closed.

C.N.E.A. Vested

This reserve fund was established to provide funds for annual prizes at the C.N.E.A.

Gordon Sinclair Scholarship for Journalism

This reserve fund was established during 1985 to provide funds for two memorial scholarships at Ryerson Polytechnical Institute's School of Journalism. The reserve fund is designed to produce $2.5 thousand interest annually which represents the Metropolitan contribution to the $5.0 thousand scholarship. The City of Toronto provides a matching contribution.

Central Laundry

This reserve fund was established in 1984 and is part of the agreement with K-Bro Linen Systems. Funds are provided for the replacement of equipment at the central laundry facility for the Metropolitan Toronto Homes for the Aged.

Animal Transaction Reserve Fund

This reserve was established in 1985 to facilitate the purchase, sale and trading of animals and animal embryos for the Metropolitan Toronto Zoo and for participation in consortiums for the preservation of endangered animals.

Covered Stadium and Multi-Purpose Facility

This reserve fund was established in 1985 to finance the capital cost of construction of the new covered stadium. Provisions to the reserve fund will be made annually from 1985 to 1989, such that the provisions over the five year period will total $30,000.0 thousand.

Capital Costs of Metro Hall

This reserve fund was established in 1987 to provide funds for use in the acquisition of Metro Hall.

Water Pollution Control Measures

This reserve fund was established in 1987 to expedite and finance water pollution control projects. Funds for the reserve are transferred from the Water Supply Surplus Account.

Waste Reserve Fund

This reserve fund will be established in 1988 to provide funds to finance the replacement and development of future disposal capacity to service the needs of Metropolitan Toronto and abutting regions. The balance in the Refuse Disposal Capacity Replacement Reserve will be transferred into the fund when it is initially established.

Property Settlements

This reserve fund was established in 1986 to provide funds for property acquisitions relating to physically completed capital projects.

Liability for Easement (Water Supply)

This reserve fund was established to provide for future rental payments related to easements adjacent to the former Lambert Lodge lands in the City of Toronto.

Schedule 1

THE MUNICIPALITY OF METROPOLITAN TORONTO
RESERVES AND RESERVE FUNDS FOR GENERAL PURPOSES
ESTIMATES FOR 1988

($000's)

A. RESERVES	Exchange Stabilization	Equipment Replacement: Roads and Traffic	Equipment Replacement: Works Refuse Disposal	Office Automation Equipment Reserve	Police Central Sick Pay	Acquisition of Parklands
Balance at the beginning of 1988	4,360	657	4,612	0	3,481	1,000
Plus: Provisions to Reserve in 1988	0	2,708	3,409	936	650	0
Less: Withdrawals from Reserve in 1988	0	2,814	3,659	768	250	0
Balance at the end of 1988	4,360	551	4,362	168	3,881	1,000

THE MUNICIPALITY OF METROPOLITAN TORONTO

RESERVES AND RESERVE FUNDS FOR GENERAL PURPOSES

ESTIMATES FOR 1988

($000's)

A. RESERVES (cont'd)	Major Expenditure Variations	Capital Financing Stabilization	Arbitration and Legislation Contingency	Debenture Redemption Reserve	Refuse Disposal Capacity Replacement Reserve	Refuse Disposal Perpetual Care
Balance at the beginning of 1988	5,000	6,123	26,869	5,000	3,284	168
Plus: Provisions to Reserve in 1988	0	0	0	2,000	1,658	260
Less: Withdrawals from Reserve in 1988	0	6,123	0	5,000	4,942	0
Balance at the end of 1988	5,000	0	26,869	2,000	0	428

THE MUNICIPALITY OF METROPOLITAN TORONTO
RESERVES AND RESERVE FUNDS FOR GENERAL PURPOSES
ESTIMATES FOR 1988

($000's)

B. RESERVE FUNDS	Contingencies - Ministry of the Environment	O'Keefe Centre Capital Improvements	Exhibition Stadium Capital Improvements	Insurance	Corporate Sick Pay Liability
Balance at the beginning of 1988	140	736	1,742	12,525	13,867
Plus: Provisions to Reserve Fund in 1988	0	300	847	2,415	2,594
Interest Earned	6	65	165	1,050	1,202
Less: Withdrawals from Reserve Fund in 1988	0	228	0	2,880	4,236
Balance at the end of 1988	146	873	2,754	13,110	13,427

THE MUNICIPALITY OF METROPOLITAN TORONTO

RESERVES AND RESERVE FUNDS FOR GENERAL PURPOSES

ESTIMATES FOR 1988

($000's)

B. RESERVE FUNDS (cont'd)	Covered Stadium and Multi-Purpose Facility	Capital Costs of Metro Hall	Water Pollution Control Measures	Waste Reserve Fund	Capital Property Settlements
Balance at the beginning of 1988	0	15,048	33,457	0	7,925
Plus: Provisions to Reserve Fund in 1988	7,200	30,000	4,461	44,011	0
Interest Earned	0	375	2,750	550	700
Less: Withdrawals from Reserve Fund in 1988	7,200	45,423	5,545	485	0
Balance at the end of 1988	0	0	35,123	44,076	8,625

THE MUNICIPALITY OF METROPOLITAN TORONTO

RESERVES AND RESERVE FUNDS FOR GENERAL PURPOSES

ESTIMATES FOR 1988

($000's)

B. RESERVE FUNDS (cont'd)	Regent Park Community Centre	C.N.E.A. Vested	Gordon Sinclair Scholarship	Central Laundry	Animal Transaction
Balance at the beginning of 1988	64	150	22	304	368
Plus: Provisions to Reserve Fund in 1988	0	0	0	226	10
Interest Earned	2	15	2	35	25
Less: Withdrawals from Reserve Fund in 1988	0	15	2	0	0
Balance at the end of 1988	66	150	22	565	403

Schedule 2

THE MUNICIPALITY OF METROPOLITAN TORONTO
RESERVES AND RESERVE FUNDS FOR WATERWORKS PURPOSES
ESTIMATES FOR 1988
($000's)

C. RESERVES	Stabilization of Water Rates	Exchange Stabilization	Capital Financing Stabilization
Balance at the beginning of 1988	10,000	628	8,642
Plus: Provisions to Reserve in 1988	0	0	0
Less: Withdrawals from Reserve in 1988	0	0	5,006
Balance at the end of 1988	10,000	628	3,636

D. RESERVE FUNDS	Liability for Easement
Balance at the beginning of 1988	95
Plus: Provisions to Reserve Fund in 1988	0
Interest Earned	8
Less: Withdrawals from Reserve Fund in 1988	0
Balance at the end of 1988	103

Volume

2

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VOLUME II

BUDGET SUB-COMMITTEE MEMBERS' REVIEW REPORTS

METRO DEPARTMENTS

1988 Operating Budget

As Recommended by the Budget Sub-Committee

[redacted]

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VOLUME II

BUDGET SUB-COMMITTEE MEMBERS' REVIEW REPORTS

METRO DEPARTMENTS

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THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 06**
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: COUNCIL

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
SALARIES AND FRINGE BENEFITS	651.1	651.2	638.9
MATERIALS AND SUPPLIES	57.2	55.0	51.1
SERVICES AND RENTS	817.8	785.7	830.7
Gross/Net Expenditure	1,526.1	1,491.9	1,520.7

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO COUNCIL

REVIEWED BY: MAYOR JOHNSON

(In $000's)

1. 1988 Estimate Comparison

1.1 Gross/Net Expenditure

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
Salaries and Fringe Benefits	677.6	651.2	+26.4	+4.1
Materials and Supplies	77.2	55.0	+22.2	+40.4
Equipment	96.0	0.0	+96.0	N/A
Services and Rents	833.7	785.7	+48.0	+6.1
Total Budget Request	1,684.5	1,491.9	+192.6	+12.9
Recommended Reduction	158.4			
Recommended Funding	1,526.1	1,491.9	+34.2	+2.3

2. Overview

The recommended funding for 1988 is $34.2 thousand or 2.3% higher than the approved Estimate for 1987. The net increase is due primarily to the following:

(i) $24.2 thousand increase in Membership Fees

(ii) $6.3 thousand increase in Receptions and Public Relations

(iii) $4.4 thousand increase in rental costs for office space in City Hall

(iv) $26.5 thousand decrease in Fringe Benefits as a result of amendments to the Councillors' pension plan

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
	Date: March 9, 1988

3. Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross/Net $
3.1 Fringe Benefits	26.5

1988 E $105.8; 1987 E $104.9; 1987 PA $50.6

On December 8, 1987, the Metropolitan Council approved E.C.R. No. 32 which provided for amendments to the Councillors' pension plan. The 1988 expense is now anticipated to be $26.5 thousand lower than the original calculation.

A corresponding reduction of $26.5 thousand is therefore recommended.

3.2 Materials and Supplies	20.0

1988 E $77.2; 1987 E $55.0; 1987 PA $55.0

This account provides Council with presentation items for visiting guests, dignitaries and ceremonial presentations.

The 1988 Estimate is based on the 1987 Estimate adjusted upward by 4% for inflation. An additional $20.0 thousand has been requested to cover costs expected to be incurred as a result of the Economic Summit.

As funding for the Economic Summit expenses will be provided in the Corporate Sundry at Large account, it is recommended that $20.0 thousand be deleted from Council's budget.

	Reduction/(Increase) Gross/Net $
3.3 Equipment	96.0

1988 E $96.0; 1987 E $0.0; 1987 PA $0.0

The 1988 Estimate provides for sharing in the cost of installation of a Recorded Vote System in the Council Chambers.

However, in view of the fact that Metro will be obtaining its own Council Chambers in the new Metro Hall scheduled for completion in 1992, it is recommended that this item be deleted from the 1988 Council operating budget.

3.4 Advertising and Promotion	(10.0)

1988 E $112.5; 1987 E $129.9; 1987 PA $118.9

A film depicting the history and structure of the Metropolitan government was completed in 1987 at a cost of approximately $50.0 thousand.

However, the film must now be updated in 1988 to reflect the new provincial legislation for the direct election of Metro Councillors. An increase of $10.0 thousand to the 1988 request is therefore recommended.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

		Reduction/(Increase) Gross/Net $
3.5	Membership Fees	(10.9)

1988 E $104.9; 1987 E $91.6; 1987 PA $99.5

In 1987, membership dues for the Ontario Municipal Management Development Board were included in the operating budget for Grants with the recommendation that this item be transferred in subsequent years to the Council budget. The 1988 fees for this organization amount to $6.7 thousand.

Furthermore, subsequent to the budget submission, the Association of Municipalities of Ontario revised its fee schedule with the result that an additional $4.2 thousand is required in this regard.

It is therefore recommended that this account be increased by $10.9 thousand.

3.6	Receptions and Public Relations	20.0

1988 E $184.3; 1987 E $158.0; 1987 PA $167.9

This account provides grants to visiting conventions or groups and is often used to sponsor luncheons for conventions meeting in Toronto.

The 1988 Estimate consists of a 1987 base of $158.0 thousand adjusted by an inflation factor of 4%. An additional $20.0 thousand has been requested to cover costs expected to be incurred as a result of the Economic Summit.

		Reduction/(Increase) Gross/Net $
	As funding for the Economic Summit expenses will be provided in the Corporate Sundry at Large account, it is recommended that $20.0 thousand be deleted from Council's Operating Budget.	
3.7	Management Services Department Charges	16.8
	1988 E $16.8; 1987 E $0.0; 1987 PA $0.0	
	Funds have been requested in this account to cover costs of the Management Services Department study relating to the installation of a Recorded Vote System (see Section 3.3).	
	In view of the recommended removal of the equipment from the Council operating budget, the related funds for this study would no longer be required. A reduction of $16.8 thousand is therefore recommended.	
	Total Reduction	158.4

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14
	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO COUNCIL

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	1684.5	+12.9
3.1		Fringe Benefits	26.5		26.5	■	■
3.2	R06	Materials & Supplies	20.0		20.0	■	■
3.3	R02	Recorded Vote System	96.0		96.0	■	■
3.4	R07	Advertising and Promotion	(10.0)		(10.0)	■	■
3.5		Membership Fees	(10.9)		(10.9)	■	■
3.6	R05	Receptions and Public Relations	20.0		20.0	■	■
3.7	R01	MSD Charges	16.8		16.8	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			158.4		158.4	1526.1	+ 2.3

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place 1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	751.6	648.0	648.2
EQUAL OPPORTUNITY	485.4	316.0	306.4
CULTURAL AFFAIRS	319.8	273.4	317.4
MULTICULTURAL RELATIONS	630.4	522.3	461.0
Gross Expenditure	2,187.2	1,759.7	1,733.0
Less Reimbursement Credits:			
Interdepartmental Recoveries	225.1	109.0	115.1
Provincial Grants and Subsidies	20.0	0.0	0.0
Other Revenue	10.0	5.0	7.9
Total Reimbursement Credits	255.1	114.0	123.0
Net Expenditure	1,932.1	1,645.7	1,610.0

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT

REVIEWED BY: COUNCILLOR ROWLANDS (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
1.1	Gross Expenditure				
	Budget Request	2,389.8	1,759.7	+630.1	+35.8
	Recommended Reduction	202.6			
	Recommended Funding	2,187.2	1,759.7	+427.5	+24.3
1.2	Net Expenditure				
	Budget Request	2,150.4	1,645.7	+504.7	+30.7
	Recommended Reduction	218.3			
	Recommended Funding	1,932.1	1,645.7	+286.4	+17.4

1.3 Establishment Changes

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	18	18	18
Net Additions	1*	1	-
Revised Establishment	19	19	18

While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

2. Overview

The recommended 1988 gross expenditure of $2,187.2 thousand is $428.0 thousand or 24.3% over the 1987 Estimate, while the recommended net expenditure is $286.4 thousand or 17.4% over the 1987 Estimate. Additional temporary staff (primarily in the Equal Employment Opportunity Division to implement the Pay Equity Program), as well as annualization and wage settlements account for the bulk of the increase in 1988.

3. Recommendations

3.1 It is recommended that:

3.1.1 the Chief Administrative Officer report to the Management Sub-Committee prior to the 1989 budget review process on:

(i) the scope of Metropolitan involvement in cultural activities;

(ii) the anticipated future costs and benefits the recommended activities will bring to Metropolitan Council and the larger Metropolitan Community;

(iii) the appropriateness of the Director of Cultural Affairs reporting to a Standing Committee of Metropolitan Council; and

(iv) the terms of reference for the study be brought to the Sub-Committee before June 1988;

3.1.2 the sum of $48.5 thousand be placed in the Corporate Contingency Account pending a more precise estimate of the need for additional office space; and the Department investigate renting space in conjunction with another department that is considering relocation.

3.1.3 the Chief Administrative Officer submit a report to the Budget Sub-Committee, for discussion during the budget process, on other uses for the new computer system in the Cultural Affairs Division. It is therefore recommended that the foregoing report be available for the Budget Sub-Committee meeting on March 25, 1988.

3.2 Details of Reductions/(Increases) Recommended

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.1	ADMINISTRATION DIVISION	123.1	123.1

Permanent Staff - Salaries and Fringe Benefits

1988 E $1,056.1; 1987 E $959.4; 1987 PA $876.2

In the 1988 Estimate, part of the salaries and benefits for staff going on maternity leave was included incorrectly in the allocation for temporary staff. Adjustment will result in an increase in the permanent salary request but will be more than offset by reductions in temporary salaries. It is recommended that the request for permanent staff salaries and fringe benefits be increased by $19.8 thousand.

Temporary Staff: Salaries & Fringe Benefits

1988 E $557.7; 1987 E $245.3; 1987 PA $214.7

Two secretaries will be on maternity leave for an estimated six months each during 1988 and replacements are required. However, the request for these positions can be reduced by $28.0 thousand, due to reduction in overlap requested, as well as reallocation of funds to permanent staff salaries.

The Department has requested funds to hire temporary staff to reorganize the filing system. A sum of $5.0 thousand is recommended for this purpose.

It is recommended that temporary salaries be reduced by $23.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)

Gross	Net
$	$

Additional Office Space

1988 E $201.9; 1987 E $136.5; 1987 PA $130.8

Over the last few years, there has been an increase in program staff in the C.A.O.'s Department. There is considerable demand for space for meetings and for the training programs conducted by the Multiculture and Race Relations Division. In addition, there are increasing requests from Council for the Department to coordinate special short term projects, such as the Special Committee on the Housing Crisis to be undertaken in 1988, which may require accommodation of additional temporary staff.

It is proposed to rent an additional 2,500 sq. ft. of office space outside of City Hall and to move part of one of the division to that location. This would accommodate the need for seminar as well as additional office space.

The total amount budgeted for the expansion ($92.7 thousand) reflects a full year's rental. Based on a six months rental period during 1988 the cost would be $48.5 thousand. In addition, several Metro Departments are negotiating for additional space and it may be more cost effective for the CAO's Department to rent space in conjunction with one of these departments.

Until the space needs and location are more clearly determined it is recommended that:

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross $ Net $

(i) the request for $92.7 thousand be deleted from the budget.

(ii) a sum of $48.5 thousand be placed in the Corporate Contingency Account pending a more precise estimation of space and location needs.

(iii) the department investigate renting space in conjunction with another department considering expansion.

Clerk's Department

1988 E $10.0; 1987 E $0.0; 1987 PA $0.0

The request is intended to cover the cost of conversion to the lateral filing system. Since corporate policy is not to charge for this service, it is recommended that the request for $10.0 be deleted.

Computer Equipment

1988 E $10.0; 1987 E 0; 1987 PA $21.3

The division requested two microcomputers and cabling to augment existing equipment. It is now proposed to make use of the capacity of the equipment purchased by the Cultural Affairs Division. It is estimated that the required screens, terminal and keyboard can be purchased for $3.0 thousand. It is therefore recommended that this request be reduced by $7.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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Form No. MT 13

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $

Printing and Graphics

1988 E $20.0; 1987 E $0.0; 1987 PA $11.1

The division has suggested that cuts can be made to their printing request. It is recommended that the request be reduced by $5.0 thousand.

Other Services and Rents

1988 E $147.7; 1987 E $77.9 1987 PA $76.0

Services and Rents also includes such items as staff training, conferences, official entertainment, courier services etc. It is recommended that the request be reduced by $3.2 thousand.

Overtime

1988 E $3.0; 1987 E $0.0; 1987 PA $0.2

Review indicates that this request can be reduced. It is recommended that the request be reduced by $2.0 thousand.

	Gross $	Net $
3.2.2 CULTURAL AFFAIRS DIVISION	56.5	56.5

Computer Systems

1988 E $70.0; 1987 E $20.8; 1987 PA $85.0

The Cultural Affairs Division requires a computerized grants-administration and client-tracking system in order to maintain up-to-date program information. Money was

Reduction/(Increase)	
Gross	Net
$	$

placed in their 1987 budget to develop a customized system. However, the Ontario Arts Council (OAC) has developed a system for a similar purpose, but needs to update to a larger minicomputer. The complete package was offered by OAC to Cultural Affairs at a favourable price.

On December 8, 1987, Council approved the acquisition of this system at a total cost of $105.0 thousand, of which $85.0 thousand was to be drawn from the Department's 1987 Budget and the remaining $20.0 thousand to be included in the 1988 interim appropriation. It is recommended that the request be reduced by $50.0 thousand.

In approving the request, Council directed the Chief Administrative Officer to submit a report to the Budget Sub-Committee, for discussion during the budget process, on other uses for the computer system. It is therefore recommended that the foregoing report be available for the Budget Sub-Committee meeting on March 25, 1988.

Services and Rents - Other

1988 E $64.6; 1987 E $40.7; 1987 PA $44.9

Services and rents include such items as staff training, conferences, official entertainment, courier services etc. The division has agreed that reductions can be made to the request. It is recommended that the request be reduced by $6.5 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

		Reduction/(Increase)	
		Gross $	Net $
3.2.3	EQUAL EMPLOYMENT OPPORTUNITY DIVISION	15.0	15.0

Services and Rents

1988 E $130.5; 1987 E $87.6; 1987 PA $102.7

The EEO Division is undertaking new initiatives in 1988 in relation to the Pay Equity Program as well as expansion of existing programs included in their mandate. Funds to support staff initiatives in these programs are included under Services and Rents. However, the division has agreed that reductions can be made. It is recommended that the request be reduced by $15.0 thousand.

		Gross	Net
3.2.4	MULTICULTURAL AND RACE RELATIONS	8.0	8.0

Increase in Permanent Establishment

1988 E $30.4

In 1986 a staff member from the Community Services Department (CSD) was seconded to MCRR to act as a trainer in the Working With a Multicultural Clientelle program.

Salaries and benefits are funded by CSD and are subject to a 50% grant from the Province. The Community Services Department is no longer willing to maintain the existing arrangement since their own operations require staffing for the position.

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Reduction/(Increase)	
Gross	Net
$	$

The MCRR requires the continuing services of the incumbent Trainer to implement the Client Contact Program and have requested an increase in permanent establishment.

In an effort to reduce the overall costs to the Corporation, funding arrangements, particularly in relation to the Provincial grant structure were reviewed.

As a purchased service, CSD would be eligible for 80% cost recovery from the Province. The net cost to the Corporation for the entire program in 1988 would be $18.6 thousand versus $42.0 thousand in 1987. This would also increase the interdepartmental recovery to the CAO's department. On this basis it is recommended that the increase to the establishment be approved at a cost to the department of $30.4 thousand in 1988.

Race Relations Development Officer

1988 E $57.6

The division has budgetted in 1988 to fill the permanent position of Race Relations Development Officer. Since the position is vacant at this time and cannot be staffed until the end of February, 1988 it is recommended that permanent salaries and fringe benefits be reduced by $8.0 thousand.

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.5 Reimbursement Credits		15.7

1988 E $239.4; 1987 E $114.0; 1987 PA $114.0

The Multicultural and Race Relations Division (MCRR) and the Equal Employment Opportunity Division (EEO) receive reimbursements and/or grants in relation to several of their programs. Estimated reimbursements for 1988 are $125.4 thousand or 110% above the 1987 estimate. Reimbursements are as follows:

	1988 Est. $	1987 Est. $
1. Salary for temporary EEO Program Officer from Secondment Fund ($23.8 thousand) and Provincial grant ($20.0 thousand)	43.8	0.0
2. Outside participants in Kingswood	10.0	5.0
3. From CSD for Kingswood (40% of total)	122.6	109.0
4. For Client Contact Program	63.0	
	239.4	114.0

Approval of permanent trainer position in MCRR and restructuring of the Provincial subsidy arrangement will increase the net recovery for the Client Contact Program by $15.7 thousand (see 3.2.4). It is recommended that the Interdepartmental Recovery for this program be increased by $15.7 thousand to $78.7 thousand. This has the effect of reducing the net expenditure required by $15.7 thousand.

	Gross $	Net $
Total Reduction/(Increase)	202.6	218.3

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

4. Other Comments

4.1 Cultural Affairs Mandate

While program or policy changes in the Cultural Affairs Division have been brought forward for consideration and approval by Council on an annual basis, the last over-all review of the role by the municipality with respect to support of the cultural sector occurred in 1974. Currently the Division has a staff of four and in 1987 administered cultural and sundry grant programs of over $6,000.0 thousand, administered/managed a number of non-grant inititatives and projects and has been requested by Council to provide input on an ever-increasing variety and volume of cultural matters and issues.

In 1986 the Budget Sub-Committee requested that the Chief Administrative Officer prepare a report for the Management Sub-Committee which identified for the next five years:

(i) the scope of Metropolitan involvement in cultural activities; and

(ii) the anticipated future costs and benefits the recommended activities will bring to Metropolitan Council and the larger Metropolitan Community.

Work commitments and lack of human resources prevented this report from being submitted in 1987.

In 1987 the Budget Sub-Committee noted that the CAO had also been requested to report to Metropolitan Executive on the appropriateness of the Director of Cultural Affairs reporting to a Standing Committee of Metropolitan Council. The Sub-Committee recommended that an examination of the reporting relationship of the Division be included in the report previously requested on the mandate and future of the division.

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The CAO in 1987 requested the Management Services Department to undertake the review and terms of reference have been drawn up. It is anticipated the review will be completed at the end of 1988.

It is recommended that the Budget Sub-Committee repeat its request of last year, that the terms of reference be brought to the Management Sub-Committee before June 1988 and that the report be available prior to the 1989 budget review process.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14 Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: COUNCILLOR ROWLANDS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	2,389.8	+35.8
3.2.1	R03,R04	Administration: Salaries, Rents,				■	■
		Services	123.1		123.1	■	■
3.2.1	R05	Cultural Affairs:	56.5		56.5	■	■
		Computer Systems, Services				■	■
3.2.3	R01	Equal Employment Opportunity:	15.0		15.0	■	■
		Services				■	■
3.2.4		MCRR: Staff	8.0		8.0	■	■
3.2.5		MCRR: Re-imbursement		(15.7)	15.7	■	■
		Credit				■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			202.6	(15.7)	218.3	2,187.2	+24.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: MANAGEMENT SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
INFORMATION SYSTEMS - GENERAL	736.4	684.4	927.9
SYSTEMS RESOURCE CENTRE	791.0	739.0	725.3
ADMINISTRATIVE SYSTEMS	7,441.0	6,190.4	6,545.2
TECHNICAL SERVICES	1,243.4	1,095.1	1,093.7
CENTRAL MAPPING	3,467.0	2,720.3	2,944.5
Total - Information Systems Division	13,678.8	11,429.2	12,236.6
ADMINISTRATION	641.1	620.2	610.6
CORPORATE PLANNING	1,224.1	1,121.0	1,160.8
PRINTING AND GRAPHICS UNIT	633.4	638.8	849.2
Gross Expenditure	16,177.4	13,809.2	14,857.2
Less Reimbursement Credits:			
Interdepartmental Recoveries	6,805.5	6,037.3	6,754.7
Other Revenue	735.3	546.5	654.9
Total Reimbursement Credits	7,540.8	6,583.8	7,409.6
Net Expenditure	8,636.6	7,225.4	7,447.6

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

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BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: MANAGEMENT SERVICES DEPARTMENT

REVIEWED BY: CONTROLLER O'BRIEN

(In $000's)

1. 1988 Estimate Comparison

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
1.1 Gross Expenditure				
Budget Request	17,116.9	13,809.2	+3,307.7	+24.0
Recommended Reduction/(Increase)	939.5			
Recommended Funding	16,177.4	13,809.2	+2,368.2	+17.1
1.2 Net Expenditure				
Budget Request	8,312.0	7,225.4	+1,086.6	+15.0
Recommended Reduction/(Increase)	(324.6)			
Recommended Funding	8,636.6	7,225.4	+1,411.2	+19.5

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	109	109	101
Net Additions	3*	5	8
Revised Establishment	112	114	109

* While funding is included in the budget for the recommended additions to establishment, this increase is subject to approval by the Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

2. Overview

The 1988 recommended gross expenditure of $16,177.4 thousand is $2,368.2 thousand or 17.1% higher than the 1987 Estimate. The dollar and percentage contribution of the items to the gross increase of 17.1% are shown below:

	1988 Estimate +/- 1987 Estimate	
	$	%
Contract Computer Staff and Mainframe Computer Charges	+687.8	+5.0
Mapping for Departments/Agencies	+497.9	+3.6
Salaries and Benefits including 1988 General Salary Increase	+326.5	+2.4
New Computer Languages	+281.1	+2.0
Human Resources Information System	+546.0	+4.0
Other Items	+28.9	+0.1
	+2,368.2	+17.1

On a net expenditure basis, the recommended increase over the 1987 estimate is $1,411.2 thousand or 19.5%

Excluding the HRIS, the recommended increase is $1,822.2 thousand or 13.1% on a gross expenditure basis and $865.2 thousand or 12.0% on a net expenditure basis.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
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3. Recommendations

3.1 It is recommended that:

3.1.1 the Commissioner of Management Services submit to the Budget Sub-Committee for their information by June 1, 1988, a detailed five year financial plan for the Central Mapping Agency in constant dollars (see Section 3.2.7);

3.1.2 the Commissioner of Management Services submit a report to the Budget Sub-Committee by June 1, 1988, on the advisability of Metro continuing to directly fund 20% of the cost of municipal base mapping (see Section 3.2.7);

3.1.3 Management Services Department review the procedures used for estimating Central Accounting System production and maintenance expenditures (see Section 3.2.11);

3.1.4 the Commissioner of Management Services submit to the Budget Sub-Committee no later than June 1, 1988, detailed criteria for the selection of microcomputer equipment by Metro departments (see Section 4.1);

3.1.5 Management Services Department maintain detailed records on the purchase and deployment of all microcomputers and associated equipment which are part of the office automation equipment pool (see Section 4.1);

3.1.6 in the event that the office automation equipment pool pilot project is discontinued, any funds in the reserve be allocated to general corporate revenues and that outstanding equipment be permanently transferred to the department that originally requested the equipment (see Section 4.1);

THE MUNICIPALITY OF METROPOLITAN TORONTO
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3.1.7 with respect to Management Services Department's own microcomputer requirements, the Department justify all acquisitions in the same manner as other departments and that the deployment of approved equipment within the Department be recorded in the manner recommended for other departments. All purchases of Departmental equipment should be processed through the pool (see Section 4.1);

3.1.8 the Commissioner of Management Services, in consultation with Department Heads report to the Budget Sub-Committee, no later than June 1, 1989, on the advisability of continuing the office automation equipment pool (see Section 4.1);

3.1.9 Management Services Department submit with their 1989 budget submission a copy of the Three Year Systems Activity Plan for each department (see Section 4.2); and

3.1.10 Management Services Department review the process of notifying client departments/agencies of estimates of computer and printing and graphics charges (see Section 4.2);

3.1.11 the Commissioner of Management Services review and report to the Budget Sub-Committee no later than June 1, 1988, on the chargeback formula used in Technical Services (see Section 4.3);

3.1.12 the Commissioner of Management Services investigate the possibility of amalgamating the Departmental Library function with the Municipal Reference Library at City Hall, in consultation with the Metropolitan Toronto Library Board (see Section 4.4).

3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.1 Permanent and Temporary Staff Changes		
Permanent	17.1	17.1

Following is a summary of the requested and recommended additions to permanent establishment:

Position	Requested	Recommended
Central Mapping Agency		
Manager, Applications	1	-
Computer Operator (Senior Console Operator)	1	1
Corporate Planning Division		
HRIS Co-ordinator	1	1
Corporate Planner	1	-
Clerk, Grade 3	1	1
Printing and Graphics Unit		
Assistant Multilith Operator (Clerk, Grade 3)	1	1
Total	6	4

The transfer of a control clerk to Treasury Department was approved by Council on January 19, 1988 (ECR 1/30) and results in a net increase of 5 requested and 3 recommended positions.

It should be noted that the Department will effectively have a further staffing increase in 1988 in that 2 positions which were vacant throughout most of 1986 and all of 1987 are expected to be filled. These positions include one Senior Applications Technologist and one Supervisor of Standards Development.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
It is recommended that the Co-ordinator be the only position added for the HRIS and that any future support required for this system within the Corporate Planning Division be shared with other corporate system personnel.		
The Manager of Applications position not being recommended results in a reduction in the Central Mapping Agency of $17.1 thousand.		
Temporary	82.3	82.3

The following reductions in funding for temporary staff are recommended:

	Amount $
Administrative Systems	30.0
Corporate Planning	52.3
	82.3

The reduction in Administrative Systems is recommended to maintain this item at an inflationary increase over 1987.

The recommended reduction in Corporate Planning Division relates to a Corporate Planner position. The Budget Sub-Committee Member's Review of the Department's 1987 operating budget recommended conversion of the Division's only temporary Corporate Planner to a permanent position

		Reduction/(Increase)	
		Gross $	Net $
	and further recommended that temporary funding for the position be terminated when the position was filled. Since the position is now permanent, continued funding for this position in 1988 is not warranted.		
3.2.2	Salaries and Benefits - Staff Vacancies	73.8	73.8

Because of a number of staff vacancies in early 1988, it is recommended that this account be reduced by $73.8 thousand as detailed below:

	Reduction $
Information Systems - General	2.3
Systems Resource Centre	18.0
Administrative Systems	8.4
Technical Services	21.1
Central Mapping	6.7
Administration	8.3
Corporate Planning	9.0
	73.8

		Gross $	Net $
3.2.3	Microcomputer - Equipment	62.2	62.2

1988 E $131.7; 1987 E $38.0; 1987 PA $57.2

The following reductions are recommended within the Management Services Department budget to reflect a lease cost of the following recommended microcomputer equipment, in concert with the Corporate Microcomputer Equipment Pool discussed in Section 4.1.

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Reduction/(Increase)
Gross $ Net $

	Reduction $
Systems Resource Centre	15.5
Administrative Systems	36.3
Technical Services	6.7
Administration	1.9
Corporate Planning	1.8
	62.2

It is recommended that the laptop computer requested by Systems Resource Centre be deleted in its entirety.

3.2.4 Information Systems - General

1988 E $741.7; 1987 E $684.4; 1987 PA $678.6

	Gross $	Net $
Conference and Travelling Expenses	3.0	3.0

1988 E $12.0; 1987 E $9.0; 1987 PA $4.8

It is recommended that this item be reduced by $3.0 thousand to maintain the Estimate at the 1987 level.

3.2.5 Systems Resource Centre

1988 E $855.3; 1987 E $739.0; 1987 PA $675.8

	Gross $	Net $
Equipment	3.2	3.2

1988 E $58.7; 1987 E $19.3; 1987 PA $36.2

It is recommended that an electric typewriter not be purchased and that the Division investigate alternatives to purchasing a full page monitor for evaluation purposes. This account can therefore be reduced by $3.2 thousand.

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	Reduction/(Increase)	
	Gross $	Net $
Integrated Voice Messaging System	14.6	14.6

1988 E $14.6; 1987 E $0.0; 1987 PA $0.0

The Integrated Voice Messaging System (IVMS) is in effect a computerized answering machine which would allow selected phones in the Centrex System to receive and relay phone messages on a 24 hour basis.

The Department has requested funding totalling $14.6 thousand for a 120 day trial on a selected number of phones. If successful, the Department would likely request funding to extend availability of the system to a limited number of phones for all Centrex federation members at a total cost which could range as high as $250.0 thousand.

Given the significant cost of a full implementation, it is recommended that the trial not proceed and that this account be reduced by $14.6 thousand.

	Gross $	Net $
Other Reductions	13.0	13.0

A review of various accounts for the Systems Resource Centre indicates that further reductions are possible. It is therefore recommended that Professional and Technical Services be reduced by $10.0 thousand, Travel, Registration and Other Conference expenses be reduced by $2.0 thousand, and Data Processing Materials and Membership Fees be reduced by $1.0 thousand for a total reduction of $13.0 thousand.

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3.2.6 Administrative Systems

1988 E $8,003.7; 1987 E $6,190.4; 1987 PA $6,440.2

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Human Resources Information Systems	(650.0)	(650.0)

1988 E $0.0; 1987 E $104.0; 1987 PA $85.0

Metro Council approved the purchase and installation of a corporate Human Resources Information System (HRIS) on December 8, 1987 (ECR 32/10).

The Department has estimated that $650.0 thousand will be required in 1988 for software implementation, customization, data conversion, and hardware requirements. As this was not included in the Department's submission, it is recommended that this account be increased by $650.0 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Administrative Systems Overhead	6.4	6.4

1988 E $968.4; 1987 E $679.6; 1987 PA $695.5

This account includes all administrative systems expenditures not charged to client departments, excluding corporate systems such as the Central Accounting System. The following items are included in this category for 1988:

	Amount $
Rent - Office Space	162.3
Salaries and Wages	366.6
Mainframe Consultant	50.0
Manuals, training, equipment	99.8
NATURAL Programming Language	128.0
Information Expert Reporting Language	159.5
Other Items	2.2
Total	968.4

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The Department proposes to purchase the NATURAL mainframe programming language in 1988 as a complement to existing languages now being used for mainframe systems development. NATURAL is expected to improve analyst and programmer productivity.

The 1988 Estimate of $128.0 thousand includes $28.0 thousand for lost programmer/analyst time during training and $100.0 thousand for purchase of the software. More current information indicates that the purchase price will be $93.6 thousand and it is therefore recommended that this account be reduced by $6.4 thousand.

	Reduction/(Increase)	
	Gross $	Net $
Computer Systems	0.0	(111.6)

1988 E $1,647.7; 1987 E $1,245.8; 1987 PA $1,353.1

The Department purchased a Xerox 4050 mainframe laser printer in December 1987 (ECR 32/8, December 8, 1987) which will reduce mainframe printing charges from the City of Toronto. These costs are charged to Metro departments and agencies by Management Services Department on behalf of the City. The Department's budget submission reflected these reduced costs but did not flow the savings through to departments. It is therefore recommended that the net expenditure be increased by $111.6 thousand to reflect a reduction in revenue from departments as outlined in Section 3.2.12.

	Reduction/(Increase)	
	Gross $	Net $
Other Professional and Technical Services	1,075.2	0.0

Other Professional and Technical Services

1988 E $2,662.9; 1987 E $1,626.0; 1987 PA $1,881.9

Reductions in computer activities for client departments and agencies outlined in Section 3.2.12 mean that Management Services Department would require less funding for contracted programming support. It is therefore recommended that this account be reduced by $1,075.2 thousand.

3.2.7 Central Mapping Agency

1988 E $3,541.8; 1987 E $2,720.3; 1987 PA $2,989.8

	Gross	Net
General	67.0	67.0

General

Metro Council made a long term commitment in 1982 to computerized mapping in Metropolitan Toronto, and the Corporation has invested heavily since that time in hardware, software and staff to fulfill that commitment. It is obvious that, while still in its infancy in terms of the amount of information which has been loaded onto the system, the program is becoming invaluable to a growing number of users.

Because the program will continue to grow as users make greater use of the system, the costs to Metro will also continue to grow. In 1988 in particular, the Agency is requesting funding totalling $285.0 thousand for staff and

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Reduction/(Increase)	
Gross	Net
$	$

equipment to organize an applications support centre to train and give advice to users. In addition, mapping done for area municipalities in which Metro picks up 20% of the cost, is growing significantly by roughly $250.0 thousand or 88.0% over the 1987 estimate.

In order to review longer term funding requirements and the future direction of the Agency, it is recommended that the Commissioner of Management Services submit to the Budget Sub-Committee for their information by June 1, 1988, a detailed five year financial plan for the agency in constant dollars. Also included in the submission should be an annual breakdown of expected achievements in terms of types of maps that will be completed and any new services that are expected to be provided.

It is further recommended that the Commissioner submit a report to the Budget Sub-Committee by June 1, 1988, on the advisability of Metro continuing to directly fund 20% of the cost of municipal base mapping. This issue was last considered in 1985 (ECR 8/32, April 2, 1985) at which time Council accepted a recommendation to continue this arrangement on the assumption that "....the area municipalities will not accrue any substantial benefits until the mapping system has been installed and a sufficiently large data base has been accumulated."

It is apparent that Metro is providing a very high level of support to mapping in the area municipalities over and above the 20% subsidy, by supplying the computer system,

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
co-ordinating mapping activities, funding 100% of map quality control and, as proposed in 1988, providing no-cost training and advice to users. Because applications support does not appear to be directly within the mandate given to the Central Mapping Agency, it is recommended that funding for two of the four requested CADD/GIS workstations be deleted and that the equipment account be reduced by $67.0 thousand.		
Rent 1988 E $95.0; 1987 E $89.2; 1987 PA $87.2 Negotiations have recently concluded between the landlord and Parks and Property Department for an additional 1,750 square feet of space at 3284 Yonge Street to alleviate crowding in the Central Mapping Agency and to provide for future growth until 1992. It is therefore recommended that this account be increased by $24.0 thousand.	(24.0)	(24.0)
Conference, Accommodation and Training 1988 E $13.4; 1987 E $4.5; 1987 PA $4.1 It is recommended that increases in expenditures be kept close to the rate of inflation and that these accounts be reduced by $8.0 thousand.	8.0	8.0

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.8 Administration		
1988 E $656.3; 1987 E $620.2; 1987 PA $585.8		
Various Reductions	5.0	5.0

A review of various accounts indicates that reductions to the following items are possible: registration fees, conference expenses, official entertainment and other expenses. It is therefore recommended that funding totalling $5.0 thousand be reduced in these accounts.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.9 Corporate Planning		
1988 E $1,336.2; 1987 E $1,121.0; 1987 PA $1,109.3		
Other Professional and Technical Services	20.0	20.0

1988 E $76.5; 1987 E $77.1; 1987 PA $111.2

The Division has identified the following outside consultants' activities in 1988:

	Amount $
Exhibition Place	10.0
Strategic Direction, Central Accounting System	25.0
Human Resources Information System Business Definition	20.0
Performance Measurement	21.5
	76.5

Given that the Council approval of the HRIS did not include the above consulting expenditures, it is recommended that this account be reduced by $20.0 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Other Reductions	29.0	29.0

A review of various accounts indicates that the following reductions are possible:

	Amount $
Conference and Travelling Expenses	6.0
Tuition Fees	3.4
Training and Development	4.5
Book and Magazine Subscriptions	5.5
Library Overtime and Alternate Rates	6.6
Data Processing Materials	2.0
Official Entertainment	1.0
Total	29.0

It is therefore recommended that these accounts be reduced by $29.0 thousand.

3.2.10 Printing and Graphics

1988 E $710.7; 1987 E $638.8; 1987 PA $675.4

	Gross $	Net $
Printing Services - External	77.3	0.0

1988 E $195.0; 1987 E $137.1; 1987 PA $193.6

The Printing and Graphics unit uses private printing services for specialty orders for departments/agencies and at times when demand for printing exceeds the capacity of the unit. Reductions in work for client departments identified through the budget process are outlined in Section 3.2.12 and cause a corresponding decrease in this item. It is therefore recommended that this account be reduced by $77.3 thousand.

	Reduction/(Increase)	
	Gross	Net
	$	$
3.2.11 Central Accounting System	56.4	56.4

1988 E $245.0; 1987 E $245.0; 1987 PA $245.0

Expenditures on the corporate Central Accounting System (CAS) which form part of the Management Services Department's budget include only those costs associated with development and enhancement of the system. Production and maintenance costs are part of Treasury Department's budget based on estimates provided by Management Services Department. Because of severe cost overruns on these items in 1987, it is recommended that Management Services Department review the procedures used for estimating annual production and maintenance costs of the CAS.

An interdepartmental task force is expected to report in March, 1988 on the long-term direction of the system. Given that the task force has not yet reported its findings, it would appear prudent to limit enhancement activities in 1988 to those that are essential for the operation of the system in the short term. It is therefore recommended that this account be reduced by $56.4 thousand.

	Gross	Net
Total Departmental Reduction/(Increase)	939.5	(324.6)

3.2.12 Reimbursement Credits

1988 E $8,804.9; 1987 E $6,583.8; 1987 PA $7,127.2

Budget reviews of Metro departments and agencies indicate the following recommended reductions/(increases) to reimbursement credits to Management Services Department:

Department/Agency	Administrative Systems $	Printing and Graphics $
Ambulance Services Department	88.4	-
Chairman's Office	46.0	6.0
Chief Administrative Officer's Department	15.0	(22.6)
Community Services Department	174.1	-
Metro Toronto Housing Company	39.5	-
Council	16.8	-
Legal	-	3.0
Licensing Commission	200.0	-
Personnel Department	74.9	49.2
Planning Department	39.0	(0.3)
Roads and Traffic	65.0	-
Treasury Department	316.5	42.0
Total	1,075.2	77.3

These changes have been reflected in recommendations relating to respective expenditure accounts for Management Services Department (see Sections 3.2.6 and 3.2.10).

The purchase of a Xerox 4050 mainframe laser printer discussed in Section 3.2.6, generates savings in mainframe printing costs for departments and agencies. It is therefore recommended that the following reductions be made to mainframe printing revenues:

Department/Agency	Administrative Systems $
Treasury	47.5
Community Services	14.1
Metro Toronto Housing Company	39.5
Planning Department	10.5
Total	111.6

4. Other Comments

4.1 Office Automation Equipment Pool

Council on January 19, 1988 (ECR 1/6) authorized the creation of a pilot corporate microcomputer equipment pool. At that time it was estimated that $500.0 thousand would be required for the purchase of microcomputer equipment for Departments in 1988.

Throughout the budget process, reductions to departments' requests for microcomputer related equipment have been recommended by replacing the purchase price of recommended equipment with a standard lease cost of that equipment. As a result of the equipment recommended for various departments, it is being recommended that $726.9 thousand be added to the Corporate Sundry at Large budget to be paid into a new reserve for the purchase of microcomputer equipment. Lease revenues from departments will accrue to the reserve.

In order to more accurately determine the appropriate type of microcomputers needed by various departments requesting funding for such equipment in 1989, it is recommended that the Commissioner of Management Services submit to the Budget Sub-Committee no later than June 1, 1988, detailed criteria for the selection of microcomputer equipment. As an example, such criteria would permit departments, budget analysts and Budget Sub-Committee members to determine whether less expensive equipment than requested by a given department would suffice. This criteria would form an integral part of the standardized justification form for microcomputer equipment acquisitions recommended by Council.

It is also recommended that Management Services Department maintain detailed records on the purchase and deployment of all microcomputers and associated equipment which are part of the office automation equipment pool. Such records would permit a reconciliation between the type and quantity of equipment authorized within each department's approved operating budget and the purchase by the pool of microcomputer equipment.

In the event that the pilot project is discontinued, it is recommended that any funds in the reserve be allocated to general corporate revenues and that outstanding equipment be permanently transferred to the department that originally requested the equipment.

With respect to Management Services Department's own microcomputer requirements, it is recommended that the Department justify all acquisitions in the same manner as other departments and that the deployment of approved equipment within the Department be recorded as recommended above for other departments. All new Departmental equipment should be purchased through the pool with lease payments within the Department made to the reserve.

It is further recommended that the Commissioner of Management Services, in consultation with Department Heads, report to the Budget Sub-Committee no later than June 1, 1989 on the advisability of continuing the office automation equipment pool.

4.2 Notification of MSD Charges

In preparing their budgets, departments and agencies rely to a large extent on Management Services Department to provide estimates of computer systems and printing and graphics charges for their departments/agencies.

In past years, Management Services Department prepared a summary of all computer projects and charges for client departments in the form of the Three Year Systems Activity Plan. This document was not produced for 1988. It has become apparent during the 1988 budget cycle that in many cases, departments did not have detailed breakdowns of Management Services Department charge estimates.

It is therefore recommended that the Department submit with their 1989 budget submission a copy of the Three Year Systems Activity Plan for each department/agency. Further, it is recommended that the Department review the process of notifying client departments/agencies of estimates of computer and printing and graphics charges.

4.3 Technical Services Overhead

Following is a breakdown of the recoverable and non-recoverable expenditures in Technical Services:

		1988 E	1987 E	1987 PA
Non-recoverable (Overhead)	$	407.0	285.6	366.1
	%	32.0	26.1	32.1
Recoverable	$	864.2	809.5	775.7
	%	68.0	73.9	67.9
Total Expenditures	$	1,271.2	1,095.1	1,141.8
	%	100.0	100.0	100.0

Because of the variability in cost recovery of this unit, it is recommended that the Commissioner of Management Services review and report to the Budget Sub-Committee no later than June 1, 1988, on the chargeback formula used in Technical Services.

4.4 Departmental Library

Because of the possibility of duplication of library services, particularly with the move to Metro Hall in 1992, it is recommended that the Commissioner of Management Services investigate the possibility of amalgamating the departmental Library function with the Municipal Reference Library at City Hall, in consultation with the Metropolitan Toronto Library Board.

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	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: MANAGEMENT SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Less: Revenue	Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	17,116.9	+24.0
3.2.1	-	Permanent Salaries	17.1		17.1	[redacted]	[redacted]
3.2.1	-	Temporary Salaries	82.3		82.3	[redacted]	[redacted]
3.2.2	-	Salaries and Benefits-Vacancies	73.8		73.8	[redacted]	[redacted]
3.2.3	-	Microcomputer Equipment	62.2		62.2	[redacted]	[redacted]
3.2.4	-	Conference Expenses-Info. Systems-General	3.0		3.0	[redacted]	[redacted]
3.2.5	-	Equipment-Systems Resource Centre	3.2		3.2	[redacted]	[redacted]
3.2.5	R13	Integrated Voice Messaging System	14.6		14.6	[redacted]	[redacted]
3.2.5	-	Other Reductions, Systems Resource Ctre	13.0		13.0	[redacted]	[redacted]
3.2.6	-	Human Resources Information System	(650.0)		(650.0)	[redacted]	[redacted]
3.2.6	-	NATURAL Programming Language	6.4		6.4	[redacted]	[redacted]
3.2.6	R1	Computer Systems-Mainframe Printing	0.0	111.6	(111.6)	[redacted]	[redacted]
3.2.6	R1	Other Professional & Technical Services	1,075.2	1,075.2	0.0	[redacted]	[redacted]
3.2.7	R4	CADD Workstations -Central Mapping	67.0		67.0	[redacted]	[redacted]
3.2.7	-	Rent-Central Mapping	(24.0)		(24.0)	[redacted]	[redacted]
3.2.7	-	Conferences-Central Mapping	8.0		8.0	[redacted]	[redacted]
3.2.8	-	Various Reductions - Administration	5.0		5.0	[redacted]	[redacted]
3.2.9	-	Consultants - Corporate Planning	20.0		20.0	[redacted]	[redacted]
3.2.9	-	Other Reductions - Corporate Planning	29.0		29.0	[redacted]	[redacted]
3.2.10	-	Printing Services - External	77.3	77.3	0.0	[redacted]	[redacted]
3.2.11	-	Central Accounting System	56.4		56.4	[redacted]	[redacted]
Total			939.5	1,264.1	(324.6)	16,177.4	+17.1

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: AUDIT DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	1,729.5	1,678.0	1,642.4
SUPPLIES AND SERVICES	337.6	294.3	299.6
Gross Expenditure	2,067.1	1,972.3	1,942.0
Less Reimbursement Credits:			
Interdepartmental Recoveries	166.0	164.5	184.5
Other Revenue	178.6	155.2	168.2
Total Reimbursement Credits	344.6	319.7	352.7
Net Expenditure	1,722.5	1,652.6	1,589.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: AUDIT DEPARTMENT

REVIEWED BY: MAYOR TONKS

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	1988 Estimate +/- 1987 Estimate %
1.1	Gross Expenditure				
	Budget Request	2,078.9	1,972.3	+106.6	+5.4
	Recommended Reduction	11.8			
	Recommended Funding	2,067.1	1,972.3	+94.8	+4.8
1.2	Net Expenditure				
	Budget Request	1,734.3	1,652.6	+81.7	+4.9
	Recommended Reduction	11.8			
	Recommended Funding	1,722.5	1,652.6	+69.9	+4.2

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	36	36	36
(Deletions) Requested	(1)	(1)	-
Revised Establishment	35	35	36

2. Overview

The recommended 1988 gross expenditure of $2,067.1 thousand is $94.8 thousand or 4.8% higher than the approved 1987 estimate.

On a net basis, the recommended expenditure is $69.9 thousand or 4.2% higher than the approved 1987 estimate.

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3. Details of Reductions/(Increases) Recommended

Reduction/(Increase)
Gross/Net
$

3.1 Equipment Purchases 7.8

1988 E $15.3; 1987 E $14.7; 1987 PA $14.7

The Department has requested (1) transportable computer, (1) standard desktop micro computer, and (1) laser printer. In accordance with MSD's automation equipment pool pilot project, the lease of the two computers and the printer for 8 months would cost $3.7 thousand. Therefore, this item may be reduced by $7.8 thousand.

3.2 Contracted Services - Office Equipment 1.0

1988 E $4.6; 1987 E $4.4; 1987 PA $4.4

As all service requirements on new micro computers will be funded by the MSD automation pool, a reduction of $1.0 thousand is warranted.

3.3 Office Rent 3.0

1988 E $219.0; 1987 E R181.6; 1987 PA $209.1

Based on a review of this item with the Property Division of the Parks and Property Department, a reduction of $3.0 thousand is warranted.

Total Reduction 11.8

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: AUDIT

BUDGET SUB-COMMITTEE MEMBER: MAYOR TONKS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)				2,078.9	+5.4
3.1	R01	Equipment Purchases	7.8		7.8		
3.2		Contracted Services Office Equipment	1.0		1.0		
3.3		Office Rent	3.0		3.0		
Total			11.8		11.8	2,067.1	+4.8

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHAIRMAN'S OFFICE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
SALARIES AND FRINGE BENEFITS	593.3	538.4	519.2
MATERIALS AND SUPPLIES	12.1	12.1	12.1
EQUIPMENT	4.2	1.0	1.7
SERVICES AND RENTS	309.2	287.9	283.5
ECONOMIC DEVELOPMENT	764.6	733.5	712.7
Gross/Net Expenditure	1,683.4	1,572.9	1,529.2

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY:	CHAIRMAN'S OFFICE	
REVIEWED BY:	MAYOR JOHNSON	(In $000's)

1. 1988 Estimate Comparison

1.1 Gross/Net Expenditures

	1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
	$	$	$	%
Salaries and Fringe Benefits	604.8	538.4	+66.4	+12.3
Materials and Supplies	12.1	12.1	0.0	0.0
Equipment	88.3	1.0	+87.3	N/A
Services and Rents	326.1	287.9	+38.2	+13.3
Chairman's Office Portion	1,031.3	839.4	+191.9	+22.9
Economic Development Division	796.5	733.5	+63.0	+8.6
Total Budget Request	1,827.8	1,572.9	+254.9	+16.2
Recommended Reductions				
Chairman's Office Portion	112.5			
Economic Development Division	31.9			
Total Reductions	144.4			
Recommended Funding	1,683.4	1,572.9	+110.5	+7.0

1.2 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	16	16	16
Net Additions/(Deletions)	2*	3	0
Total Establishment	18	19	16

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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Date: March 9, 1988

2. Overview

The recommended gross/net expenditure for 1988 is $1,683.4 thousand. This is an increase of $110.5 thousand or 7.0% over the 1987 Estimate. The higher 1988 expenditure is primarily attributable to the following:

(i) Increases in costs in the Chairman's office portion, specifically:

- $54.9 thousand in Salaries and Fringe Benefits
- $6.4 thousand in Management Services Department charges
- $6.3 thousand in Other Expenses

(ii) Increases in costs in the Economic Development Division, specifically:

- $50.5 thousand in Salaries and Fringe Benefits
- $20.0 thousand increase in Advertising and Promotion
- $40.0 thousand increase in Printing Services - External
- $5.0 thousand in Telephone Expenses

(iii) Decrease in costs in the Economic Development Division, specifically:

- $96.0 thousand in Professional & Technical Services

Reduction/(Increase)
Gross/Net
$

3. Details of Reduction/(Increases) Recommended

Chairman's Office Portion

3.1 Salaries and Fringe Benefits — 11.5

1988 E $604.8; 1987 E $538.4; 1987 PA $533.5

The 1988 Estimate includes the fully annualized cost of $34.6 thousand for a new Clerk Grade 1 employee to act as Personal Secretary to the Metropolitan Chairman. As the 1988 additional payroll cost is expected to be only $23.1 thousand due to gapping, a corresponding reduction of $11.5 thousand is recommended.

Reduction/(Increase)
Gross/Net
$

3.2 Furniture and Equipment 84.1

1988 E $88.3; 1987 E $1.0; 1987 PA $2.0

An amount of $74.0 thousand of the total request for furniture relates to a proposed expansion and renovation of the Chairman's Office area. Given the fact that plans for the relocation have not yet been finalized, it is recommended that funds for these purchases be deleted and instead be provided from the Corporate Contingency Account if and when required.

The 1988 Estimate also includes $10.7 thousand for Electronic Data Processing Equipment. With the exception of an Emulator Board costing $0.6 thousand, the items will be purchased through and leased from the Management Services Department Office Automation Equipment Pool. It is therefore recommended that $10.1 thousand be removed from the request and that corresponding lease costs of $4.9 thousand be included in Rental of Equipment - Office Automation Equipment Pool (see 3.3).

3.3 Rental of Equipment - Office Automation Equipment Pool (4.9)

1988 E $0.0; 1987 E $0.0; 1987 PA $0.0

The increase in this account represents lease costs to Management Services Department for new equipment purchased through the Office Automation Equipment Pool (see 3.2).

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Reduction/(Increase)
Gross/Net
$

3.4 Travelling Expense - Other — 6.0

1988 E $37.1; 1987 E $39.0; 1987 PA $26.6

A review of the account indicates that the Estimate may be reduced by $6.0 thousand to $31.1 thousand. This revised Estimate represents a decrease of 20% from the 1987 Estimate, but is in line with historical experience.

3.5 Contracted Services — 3.0

1988 E $72.6; 1987 E $66.6; 1987 PA $3.0

The funding request includes $3.0 thousand for consulting fees for unspecified purposes. It is recommended that this item be deleted from the 1988 Operating Budget.

3.6 Rental of Office Space - City Hall — (1.7)

1988 E $104.7; 1987 E $104.5; 1987 PA $104.5

The 1988 estimated City Hall rental rates for the Chairman's Office have been provided for budgetary purposes by Metro Parks and Property and amount to $106.4 thousand. As a result, it is recommended that an additional $1.7 thousand be included in this account.

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		Reduction/(Increase) Gross/Net $
3.7	Management Services Department Charges - Administrative Systems	14.5

1988 E $24.5; 1987 E $3.6; 1987 PA $3.6

A majority of the funding request provides for items of a fairly routine nature and for items to which standard software package can most likely be easily adapted. As a result, a $14.5 thousand reduction to the account is recommended.

Economic Development Division

3.8	Machinery and Office Equipment	9.2

1988 E $9.2; 1987 E $3.5; 1987 PA $5.2

The 1988 Estimate includes an amount of $3.7 thousand for the purchase of a lap-top microcomputer. However, as the Division purchased a similar computer during 1987, it is recommended that this item be removed from the operating budget.

The remaining items will be included in the Management Services Department Office Automation Pool and should thus be deleted, with the recommendation that corresponding lease costs of $2.8 thousand be included in Rental of Equipment - Office Automation Equipment Pool (see 3.9).

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Reduction/(Increase)
Gross/Net
$

3.9 Rental of Equipment - Office Automation Equipment Pool (2.8)

1988 E $0.0; 1987 E $0.0 1987 PA $0.0

The increase in this account represents lease costs to Management Services Department for new equipment purchased through the Office Automation Equipment Pool (see 3.8).

3.10 Furniture 3.5

1988 E $3.5; 1987 E $1.5; 1987 PA $1.8

This item relates to the upgrading of furniture in conjunction with the proposed expansion, renovation or relocation of the Chairman's Office. As no definite date has been set for the project to begin, it is recommended that funds for these purchases be deleted and instead be provided from the Corporate Contingency Account if and when required.

3.11 Advertising and Promotion 20.0

1988 E $175.0; 1987 E $135.0; 1987 PA $114.5

Included in the 1988 Estimate is $20.0 thousand for projects which the Division will be unable to undertake during the year due to higher priority items. A corresponding reduction to the account is therefore recommended.

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		Reduction/(Increase) Gross/Net $
3.12	Management Services Department Charges - Administrative Systems	2.0

1988 E $2.0; 1987 E $1.0; 1987 PA $0.2

Funds have been requested in this account for "general support". As specific details for this item cannot be provided, it is recommended that the full $2.0 thousand be removed from the operating budget.

Total Reduction	144.4

4. Other Comments

No funds have been provided in the 1988 Operating Budget of the Economic Development Division for implementation of various programs which might emerge from the Economic Development Strategy study currently under way. Such funds will be provided from the Corporate Contingency Account when required.

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: CHAIRMAN'S OFFICE

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Less: Revenue	Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	1,827.8	+16.2
		CHAIRMAN'S OFFICE PORTION				[redacted]	[redacted]
3.1		Gapping of new staff	11.5		11.5	[redacted]	[redacted]
3.2	R01	Furniture & Equip.	84.1		84.1	[redacted]	[redacted]
3.3		Lease costs-MSD Pool	(4.9)		(4.9)	[redacted]	[redacted]
3.4	R012	Travelling Expense	6.0		6.0	[redacted]	[redacted]
3.5		Contracted Services	3.0		3.0	[redacted]	[redacted]
3.6		Rental - Office space	(1.7)		(1.7)	[redacted]	[redacted]
3.7	R013	MSD Charges	14.5		14.5	[redacted]	[redacted]
		Sub-Total	112.5		112.5	[redacted]	[redacted]
						[redacted]	[redacted]
		ECONOMIC DEVELOPMENT DIVISION				[redacted]	[redacted]
3.8		Equipment	9.2		9.2	[redacted]	[redacted]
3.9		Lease costs-MSD	(2.8)		(2.8)	[redacted]	[redacted]
3.10	R06	Furniture	3.5		3.5	[redacted]	[redacted]
3.11	R010	Advertising & Promo.	20.0		20.0	[redacted]	[redacted]
3.12	R01	MSD Charges	2.0		2.0	[redacted]	[redacted]
		Sub-Total	31.9		31.9	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			144.4		144.4	1,683.4	+7.0

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 06**
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CLERK'S DEPARTMENT

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
ADMINISTRATION	1,508.5	1,436.8	1,394.5
METROPOLITAN ARCHIVES AND RECORDS MANAGEMENT	456.6	356.5	294.1
Gross Expenditure excluding Capital Financing	1,965.1	1,793.3	1,688.6
Less Reimbursement Credits:			
Interdepartmental Recoveries	7.0	7.0	22.0
Provincial Grants and Subsidies	15.0	0.0	0.0
Other Revenue	2.0	2.0	1.7
Total Reimbursement Credits	24.0	9.0	23.7
Net Expenditure excluding Capital Financing	1,941.1	1,784.3	1,664.9
Capital Financing:			
DEBT CHARGES	5.9	12.5	0.0
CAPITAL FROM CURRENT	502.5	409.0	0.0
Total Capital Financing	508.4	421.5	0.0
Net Expenditure including Capital Financing	2,449.5	2,205.8	1,664.9

METROPOLITAN
TORONTO
LIBRARY
Municipal Reference

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
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BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: CLERK'S DEPARTMENT

REVIEWED BY: CONTROLLER O'BRIEN (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	2,135.7	1,793.3	+342.4	+19.1
	Recommended Reduction	170.6			
	Recommended Funding	1,965.1	1,793.3	+171.8	+9.6
1.2	Net Expenditure				
	Budget Request	2,088.7	1,784.3	+304.4	+17.1
	Recommended Reduction	147.6			
	Recommended Funding	1,941.1	1,784.3	+156.8	+8.8
1.3	Capital Financing	1,774.1	421.5	+1,352.6	+320.9
1.4	Net Expenditure including Capital Financing	3,715.2	2,205.8	+1,509.4	+68.4

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	27	27	26
Net Additions/(Deletions)	2*	5	1
Revised Establishment	29	32	27

* While funding is included in the budget for the recommended change in establishment, this increase is subject to the approval of the Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
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2. Overview

The 1988 recommended expenditure of $1,965.1 thousand is $171.8 thousand or 9.6% higher than the 1987 approved estimate. The general salary increase ($47.5 thousand), the addition of 2 permanent positions ($41.6 thousand), and MSD charges pertaining to a systems feasibility study in the Records and Archives Division ($39.2 thousand) and systems planning in the Administration Division ($16.8 thousand) make up the majority of the increase. On a net basis, the recommended expenditure is $156.8 thousand or 8.8% higher than the 1987 approved estimate.

3. Recommendations

3.1 It is recommended that:

3.1.1 the Director of Records and Metropolitan Archivist be directed to report to the Budget Sub-Committee on the total corporate cost of implementing the records management program with a breakdown of resource requirements by September 1988; and

3.1.2 all reports to Metro Committees regarding the Archives and Records Management programs, whether or not there are financial implications, be reviewed with the Budget Sub-Committee Member first.

3.2 Details of Recommended Reductions/(Increases)

	Reduction/(Increase)	
	Gross $	Net $
ADMINISTRATION		
3.2.1 Permanent Salaries	0.5	0.5

1988 E $915.9; 1987 E $863.7; 1987 PA $774.4

The Administration Division has requested the reclassification of a Clerk Grade 2 to a Clerk Grade 1 due to the increased workload and the change in range of responsibilities placed on the position. A job audit performed by the Personnel Department found that this position did not meet the union benchmarks for a reclassification. It is therefore recommended that this item be reduced by the net cost of the reclassification ($0.5 thousand).

	Gross	Net
3.2.2 Alternate Rates	4.4	4.4

1988 E $9.4; 1987 E $8.4

Based on a review of the alternate rate calculations, it is recommended that this item be reduced by $4.4 thousand.

	Gross	Net
3.2.3 Gapping	17.1	17.1

Since the actual gapping for 1986 and 1987 was higher than the 1987 estimate of 3%, it is recommended that gapping remain at the 3% level. This would increase the gapping applied to salaries by $15.1 thousand, and the gapping applied to fringe benefits by $2.0 thousand.

	Reduction/(Increase)	
	Gross $	Net $
3.2.4 Miscellaneous Materials and Supplies	1.0	1.0
3.2.5 Equipment Purchases	42.6	42.6

3.2.4 Miscellaneous Materials and Supplies

1988 E $11.9; 1987 E $9.9; 1987 PA $11.4

Book and magazines subscriptions in 1987 were charged to miscellaneous materials and supplies. In the 1988 submission $1.0 thousand has been identified under the new feature detail "Book and Magazine Subscription". It is therefore recommended that this item be reduced by $1.0 thousand.

3.2.5 Equipment Purchases

1988 E $43.6; 1987 E $14.6; 1987 PA $14.6

Subsequent to the budget submission, the Clerk's Department on the advice of the Management Services Department requested that the funds budgeted for system upgrades, as per the interim report prepared by the Systems Resource Centre, be deleted ($42.6 thousand). The Management Services Department has advised that a consultant will be retained in early 1988 to assess the system needs of the Administration Division. A report will be tabled by the summer of 1988. It is recommended that should Council concur with the recommendations of the consultant that the appropriate funds be drawn from corporate contingency.

	Reduction/(Increase)	
	Gross $	Net $
3.2.6 Furniture and Furnishings	34.7	34.7

1988 E $35.7; 1987 E $0.0; 1987 PA $0.0

Subsequent to the budget submission, the Clerk's Department requested that the funds allocated for a Hauserman unit, a Hauserman work-station, and a collating table be deleted ($34.7 thousand). It is anticipated that the Clerk's Department will be relocating in 1988. Furniture acquisitions and moving expenses related to the relocation will be funded through corporate contingency.

	Gross	Net
3.2.7 Courier Services	2.1	2.1

198 E $25.6 1987 E $25.2; 1987 E $24.4

Based on trends over the past two years it is recommended that this item be reduced by $2.1 thousand.

	Gross	Net
3.2.8 Official Entertainment	(2.0)	(2.0)

1988 E $0.0; 1987 E $0.0; 1987 PA $0.0

Subsequent to their 1988 budget submission, the Clerk's Department requested that $2.0 thousand be added to their 1988 budget to establish a new account to facilitate the entertaining of visiting officials on behalf of the Corporation. It is recommended that $2.0 thousand be added to a line item identified as Official Entertainment.

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	Reduction/(Increase)	
	Gross $	Net $
METROPOLITAN ARCHIVES AND RECORDS MANAGEMENT (MARM):		
3.2.9 Permanent Salaries	104.3	104.3

1988 E $258.1; 1987 E $167.0; 1987 PA $121.8

MARM has requested an increase in establishment of 5 positions - 1 Archivist, 1 Senior Archivist, and the conversion of 3 temporary Records Analysts to the permanent service. In order to meet the requirements of the recently approved Records Retention By-laws, and in preparation for the opening of the Metropolitan Archives and Record Centre, it is recommended the request for the two archival staff be approved at this time ($41.6 thousand).

In the 1987 budget process the Clerk's Department was requested to produce a report on the total corporate cost of implementing the new records management programme by June 23, 1987. No such report was tabled. The Budget Sub-Committee member requested the report in response to the staffing requests by other departments for clerical staff for the records management function. It is recommended that the Director of Records and Metropolitan Archivist be directed to report on the total corporate cost of implementing the records management program with a breakdown of resource requirements by September 1988. Based on the foregoing, it is recommended that the 3 record analysts positions be maintained as temporary positions until their workload may be conclusively

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
	shown to be of a permanent nature. It is therefore recommended that $114.3 thousand be deleted from permanent salaries and fringe benefits. Further, it is recommended that this sum be added to temporary salaries and fringe benefits.		
	A review of the Division's 1987 salary base revealed that the Peat Marwick adjustment for the Senior Records Analyst position had not been included. It is recommended that $10.0 thousand be added to permanent salaries. Fringe Benefits do not have to be adjusted.		
3.2.10	Temporary Staff	(47.7)	(47.7)
	1988 E $66.6; 1987 E $54.9; 1987 PA $84.5		
	Based on the foregoing discussion regarding Permanent Salaries, it is recommended that $114.3 thousand be added to this item for the salaries and fringe benefits of 3 record analyst positions.		
	MARM has requested 3 temporary resource analysts to research and prepare documentation for the new Archives and Records Centre. It is recommended that this request be deferred until the surrounding colleges and universities have been investigated regarding their research oriented programs and the possibility of taking this project on as a student assignment at no or reduced cost to the Corporation. It is also recommended that private funds be sought in this endeavour. Based on the foregoing it is recommended that this item be reduced by $66.6 thousand.		

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.11 Casual Staff	14.0	14.0

1988 E $16.2; 1987 E $2.1; 1987 PA $0.0

The Division has requested funding for casual staff during a summer term to assist in the exhibit research for the new Archives and Records Centre. Based on the foregoing discussion regarding Temporary Staff, it is recommended that this item be reduced by $14.0 thousand.

	Gross $	Net $
3.2.12 Miscellaneous Materials and Supplies	3.1	3.1

1988 E $5.0; 1987 E $4.5; 1987 PA $4.0

Based on a review of the items anticipated to be charged to this account, a reduction of $3.1 thousand is warranted.

	Gross $	Net $
3.2.13 Equipment Purchases	9.8	9.8

1988 E $18.9; 1987 E $9.0; 1987 PA $9.0

The Division has requested 3 portable PC's to facilitate off-site data entry, and a dot-matrix printer. Only 2 of the 3 requested PC's can be supported at this time. The Management Services Department has initiated an office automation equipment pool pilot project whereby equipment is leased from MSD rather than purchased. Hence, based on this scheme, the lease of two portable computers and a dot-matrix printer for 8 months would amount to $3.2 thousand. Therefore, this item may be reduced by $9.8 thousand.

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	Reduction/(Increase)	
	Gross $	Net $
3.2.14 Furniture and Furnishings	18.5	18.5

1988 E $20.1; 1987 E $19.3; 1987 PA $19.3

Based on a review of the list of furniture requirements, it is recommended that the following be deleted:

	Amount $
3 Work Tables	0.9
3 Chairs	0.8
	1.7

The Director of Records and Metropolitan Archivist has advised that with the preferential costing to municipal governments, the cost of the requested credenza may be reduced by $1.0 thousand.

Funds have been requested for a visual centre. Discussions with staff revealed that the acquisition of this item was specifically for the new Archives and Records Centre. It is not appropriate to purchase this item in 1988. It is recommended that this item be deleted ($0.8 thousand).

In 1987, $7.5 thousand was allocated for new shelving. No funds have been expended to date. With the prospect of acquiring redundant shelving from the Berti Street facility for the interim, and taking into account the fact that Archival staff will not come on stream until June, it is recommended that this item be deleted ($15.0 thousand).

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		Reduction/(Increase) Gross $	 Net $
	The total reduction for office furniture is $18.5 thousand.		
3.2.15	Contracted Services - Office Equipment 1988 E $1.2; 1987 E $0.9; 1987 PA $0.0 As all service requirements on new micro computers will be funded by the MSD automation pool, a reduction of $0.9 thousand is warranted.	0.9	0.9
3.2.16	Telephone 1988 E $4.1; 1987 E $1.8; 1987 PA $3.3 Based on a detailed review of this item with the in-house Bell Consultant, it is recommended that this item be reduced by $1.6 thousand.	1.6	1.6
3.2.17	Postage 1988 E $0.2 1987 E $0.1; 1987 PA $0.1 Based on spending trends, it is recommended that this item be reduced by $0.1 thousand maintaining it at the 1987 estimate level.	0.1	0.1
3.2.18	Courier 1988 E $0.2 1987 E $0.1 1987 PA $0.1 Based on spending trends, it is recommeded that this item be reduced by $0.1 thousand maintaining it at the 1987 estimate level.	0.1	0.1

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		Reduction/(Increase)	
		Gross $	Net $
3.2.19	Printing Services - External	0.5	0.5

1988 E $2.0; 1987 E $1.5; 1987 PA $1.5

Based on spending trends, it is recommended that this item be reduced by $0.5 thousand maintaining it at the 1987 estimate level.

		Gross $	Net $
3.2.20	Interactive Computer Technology for Exhibit and Research Planning	(30.0)	(15.0)

Subsequent to their budget submission, the Clerk's Department received a communication from the Province indicating that a grant for $15.0 thousand had been approved. On December 8, 1987, Metro Council approved Executive Committee Report No. 32 recommending that funds to a maximum of $30.0 thousand be provided in the 1988 Interim Appropriation of the Clerk's Department for a feasibility study to Evaluate Interactive Computer Technology for Exhibit and Research Planning. To this end it is recommended that the 1988 budget estimates of the Clerk's Department be increased by $30.0 thousand with the understanding that funds in the amount of $15.0 thousand shall be recovered from the Province and identified as revenue.

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		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.21	Bill 34 Task Force	(5.0)	(5.0)

On December 14, 1987, the Committee of Department Heads adopted a report by the Records Retention Committee regarding Bill 34, the Access to Information and Protection of Personal Privacy legislation. The report recommended that the Metropolitan Clerk be requested to budget for a nominal amount of $5.0 thousand to recognize and fund incidental expenses of this project.

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.22	Interdepartmental Recoveries		(38.0)

1988 E $45.0; 1987 E $7.0; 1987 PA $7.0

It was recommended during the 1987 budget process by the Director of Records and Metropolitan Archivist that the Clerk's Department not be reimbursed for records management work done on behalf of other departments. It is therefore recommended that the $38.0 thousand in interdepartmental recoveries from the Parks and Property Department for records management work be deleted to be consistent with this policy.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Total Reduction	170.6	147.6

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Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: CLERK'S DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	2,135.7	+19.1
		ADMINISTRATION				[redacted]	[redacted]
3.2.1		Permanent Salaries	0.5		0.5	[redacted]	[redacted]
3.2.2		Alternate Rates	4.4		4.4	[redacted]	[redacted]
3.2.3		Gapping	17.1		17.1	[redacted]	[redacted]
3.2.4		Miscellaneous Materials & Supplies	1.0		1.0	[redacted]	[redacted]
3.2.5		Equipment Purchases	42.6		42.6	[redacted]	[redacted]
3.2.6		Furniture & Furnishings	34.7		34.7	[redacted]	[redacted]
3.2.7		Courier Services	2.1		2.1	[redacted]	[redacted]
3.2.8		Official Entertainment	(2.0)		(2.0)	[redacted]	[redacted]
		METROPOLITAN ARCHIVES AND RECORDS AND MANAGEMENT				[redacted]	[redacted]
3.2.9		Permanent Salaries	104.3		104.3	[redacted]	[redacted]
3.2.10		Temporary Staff	(47.7)		(47.7)	[redacted]	[redacted]
3.2.11		Casual Staff	14.0		14.0	[redacted]	[redacted]
3.2.12		Miscellaneous Materials & Supplies	3.1		3.1	[redacted]	[redacted]
3.2.13		Equipment Purchases	9.8		9.8	[redacted]	[redacted]
3.2.14		Furniture and Furnishings	18.5		18.5	[redacted]	[redacted]
3.2.15		Contracted Services - Office Equipment	0.9		0.9	[redacted]	[redacted]
3.2.16		Telephone	1.6		1.6	[redacted]	[redacted]
3.2.17		Postage	0.1		0.1	[redacted]	[redacted]
						[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: CLERK'S DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■		
3.2.18		Courier	0.1		0.1	■	■
3.2.19		Printing Services - External	0.5		0.5	■	■
3.2.20		Technology for Exhibit & Research Planning	(30.0)	(15.0)	(15.0)	■	■
3.2.21		Bill 34 Task Force	(5.0)		(5.0)	■	■
3.2.22		Interdepartmental Recoveries		38.0	(38.0)	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			170.6	23.0	147.6	1,965.1	+9.6

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 06**
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: LEGAL DEPARTMENT

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
SALARIES AND FRINGE BENEFITS	2,802.0	2,476.6	2,503.3
MATERIALS AND SUPPLIES	53.4	58.3	57.9
EQUIPMENT	27.1	12.3	11.8
SERVICES AND RENTS	1,038.5	809.2	784.8
Gross Expenditure	3,921.0	3,356.4	3,357.8
Less Reimbursement Credits:			
Interdepartmental Recoveries	376.2	344.2	337.4
Other Revenue	28.8	26.3	26.0
Total Reimbursement Credits	405.0	370.5	363.4
Net Expenditure	3,516.0	2,985.9	2,994.4

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13** Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: LEGAL DEPARTMENT

REVIEWED BY: CONTROLLER O'BRIEN (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
1.1	Gross Expenditure				
	Budget Request	3,885.0	3,356.4	+528.6	+15.7
	Recommended Increase	(36.0)			
	Recommended Funding	3,921.0	3,356.4	+564.6	+16.8
1.2	Net Expenditure				
	Budget Request	3,480.0	2,985.9	+494.1	+16.5
	Recommended Increase	(36.0)			
	Recommended Funding	3,516.0	2,985.9	+530.1	+17.8

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	57	57	55
Net Additions	2*	8	2
Total Establishment	59	65	57

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13
	Date: March 9, 1988

2. Overview

The 1988 recommended estimated gross expenditure of $3,921.0 thousand is $564.6 thousand, or 16.8% higher than the 1987 Estimate, while the recommended net expenditure of $3,516.0 thousand is $530.1 thousand (17.8%) higher than the 1987 Estimate.

Increases in salaries and benefits attributable to annualization of positions approved in 1987, increments and wage settlements, as well as new positions recommended account for $325.4 thousand (or 57.6%) of the total increase in gross expenditure.

A sum of $168.8 thousand was approved by Council on December 8, 1987, and was included in the 1988 interim appropriation for the Legal Department. The funds are to cover the costs of retaining outside legal counsel on behalf of the Corporation in the development and acquisition of Metro Hall and the disposal of surplus subway lands at the Bloor-Islington intersection. This item accounts for a further 29.9% of the increase in gross expenditures.

3. Recommendations

3.1 It is recommended that:

3.1.1 the Legal Department investigate the feasibility of increasing re-imbursement charges for those departments whose services are subject to a substantial provincial subsidy, to more closely approximate the cost of services provided;

3.1.2 the department review its equipment rental contracts to determine if savings can be effected by use of longer term agreements;

3.1.3 the Metropolitan Solicitor meet with the Provincial authorities to expedite the amendment of Section 196 of the Municipality of Metropolitan Toronto Act, and discuss with the Metropolitan Treasurer revised collection procedures for existing fines;

3.1.4 in conjunction with the review to be undertaken by the Management Services Department, the Legal Department investigate pooling of clerical staff, taking into account the configuration of new equipment to be purchased.

3.2 Details of Reductions/(Increases) Recommended

		Reduction/(Increase) Gross/Net $
3.2.1	Consultants and Legal Counsel	(168.8)

During 1988, the Metropolitan Corporation will be engaged in negotiations for two major property transactions: the development and acquisition of Metro Hall, and the disposal of surplus subway property at Bloor-Islington. Both of these undertakings require specialized legal Counsel.

On December 8, 1987, Metropolitan Council approved $168.8 thousand to obtain outside legal counsel for the two projects. The funds were included in the 1988 interim appropriation for the Legal Department. It is recommended that the 1988 budget be increased by $168.8 thousand.

3.2.2	Salaries and Fringe Benefits	86.3

1988 E $2,888.3; 1987 E $2,476.6; 1987 PA $2,521.0

Additional Staff and Upgrading of Positions

The Legal Department requested a net change of 8 positions to their establishment as follows:

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

	Additions	Deletions
Solicitor	2	
Conveyancer	1	
Assistant Office Supervisor	1	
Clerk Grade 1	2	
Legal Clerk Grade 1	1	
Clerk Grade 3	4	
Clerk Grade 5	1	
Legal Clerk Grade 1		1
Clerk Grade 1		1
Clerk Grade 2		2
	12	4

Following a comprehensive review of the request, it is recommended that one Solicitor, one Clerk Grade 3 and one Chief Clerk position be approved; that a position of Legal Clerk Grade 1 be deleted; and that one temporary Clerk Grade 5 be approved.

The recommendations will result in a reduction of $87.4 thousand to the request.

In considering the request for additional Clerks Grade 3, a need to determine acceptable support staff ratios was noted. It is recommended that some grouping or pooling of clerical staff be considered and that this be undertaken in conjunction with the review to be undertaken by the Management Services Department, taking into account the configuration of the new equipment to be purchased.

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Reduction/(Increase)
Gross/Net
$

Sick Pay Reserve Fund

1988 E $7.6; 1987 E $7.6; 1987 PA $7.6

The Legal Department's contribution to the Sick Pay Reserve Fund is assessed at $8.7 thousand. Only $7.6 thousand was allocated in the budget. It is recommended that the request be increased by $1.1 thousand.

3.2.3 Equipment and Furnishing 42.7

1988 E $69.8; 1987 E $12.3; 1987 PA $12.3

Furniture

1988 E $12.0; 1987 E $5.0; 1987 PA $2.3

In view of the recommendation that staffing requests be reduced, this request can be reduced by $8.0 thousand.

Computer and Software

1988 E $12.0; 1987 E $6.5; 1987 PA $6.5

The Department requires a computer and software in order to undertake research and provide litigation support. The decision to establish an equipment pool from which Metro's departments can lease machines will reduce the cost to the Department. It is recommended that this item be reduced by $8.0 thousand.

Reduction/(Increase)
Gross/Net
$

Memory Typewriters (3)

1988 E $18.0; 1987 E $0.0; 1987 PA $0.0

The Department needs to replace existing electric typewriters with more up-to-date equipment. The equipment requested will be available through the rental pool. It is recommended that this item be reduced by $16.7 thousand.

Lateral Files for Solicitors' Offices

1988 E $20.0; 1987 E $0.0; 1987 PA $0.0

The Department is in the process of converting to the lateral file system. The need for solicitors to maintain files in their own offices cannot be assessed until the main system is operational. Accordingly, it is recommended that the request be reduced by $10.0 thousand.

3.2.4 Services and Rents 3.8

1988 E $873.5; 1987 E $809.2; 1987 PA $826.7

Management Services Departmental Charges

1988 E $4.6; 1987 E $4.7; 1987 PA $2.7

M.S.D. estimates that re-imbursements for its services to the Legal Department for Administrative Systems work will be $1.6 thousand. Therefore, this account can be reduced by $3.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
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Reduction/(Increase)
Gross/Net
$

Rental of FAX Machine/Courier Services

1988 E $1.5; 1987 E $0.0; 1987 PA $0.0

The department wishes to rent a FAX machine in order to reduce time and cost spent in delivering documents to outside legal firms. This will also reduce the use of courier services. A three year contract, rather than the one year proposed, would result in saving of 25%. It is recommended that this request be reduced by $0.4 thousand and courier services by $0.4.

Total Reduction/(Increase)	(36.0)

4. Other Comments

Reimbursement Credits

1988 E $405.0; 1987 E $370.5; 1987 PA $382.5

The department provides legal services to the Metropolitan Council, department, boards and commissions. The boards and commissions are charged for legal services and for "out of pocket" expenses incurred by the Legal Department. The Metro departments are only charged for "out of pocket" expenses incurred by the Legal Department. However, the services of some Metropolitan departments are subject to substantial provincial subsidy. It is recommended that the Legal Department, in conjunction with the appropriate departments, investigate the feasibility of increasing re-imbursement charges for those departments to more closely approximate the cost of services provided.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Collection of Fines

The department has the responsibility for collecting fines imposed for contravention of area municipal bylaws. Monies from building code fines are then remitted to the area municipalities. Collection of these fines by area municipalities would reduce the work load of the department.

On September 11, 1984, Metro Council adopted Clause No. 40 of Report No. 20 of the Metropolitan Executive Committee, which requested the Province to amend section 186 of the Municipality of Metropolitan Toronto Act, making the collection of the fines the responsibility of the area municipalities. However, to date no action has been taken by the Provincial authorities on this request.

It is recommended that the Metropolitan Solicitor meet with the Provincial Authorities to expedite the amendment of Section 186 of the Municipality of Metropolitan Toronto Act, and discuss with the Metropolitan Treasurer revised collection procedures for existing fines.

THE MUNICIPALITY OF METROPOLITAN TORONTO
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Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: LEGAL DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)				3,885.0	+15.7
3.2.1		Outside Legal Counsel	(168.8)		(168.8)		
3.2.2	R02	Salaries and Fringe Benefits	86.3		86.3		
3.2.3	R01	Equipment and Furnishings	42.7		42.7		
3.2.4		Services and Rents	3.8		3.8		
Total			(36.0)		(36.0)	3,921.0	+16.8

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PERSONNEL DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	1,311.9	1,190.6	1,199.3
RECRUITMENT AND PLACEMENT	1,101.4	907.6	955.3
LABOUR RELATIONS AND SAFETY	1,021.8	735.4	804.9
COMPENSATION AND ORGANIZATION	633.8	470.3	481.8
HUMAN RESOURCES DEVELOPMENT	1,654.8	1,673.6	1,657.4
Gross Expenditure	5,723.7	4,977.5	5,098.7
Less Reimbursement Credits:			
Provincial Grants and Subsidies	0.0	10.9	11.2
Other Revenue	0.0	0.0	2.9
Total Reimbursement Credits	0.0	10.9	14.1
Net Expenditure	5,723.7	4,966.6	5,084.6

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: PERSONNEL DEPARTMENT

REVIEWED BY: MAYOR JOHNSON

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	6,477.5	4,977.5	+1,500.0	+30.1
	Recommended Reduction	753.8			
	Recommended Funding	5,723.7	4,977.5	+746.2	+15.0
1.2	Net Expenditure				
	Budget Request	4,977.5	4,966.6	+10.9	+0.2
	Recommended Increase	(746.2)			
	Recommended Funding	5,723.7	4,966.6	+757.1	+15.2

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	66	66	59
Net Additions	9**	14	7*
Total Establishment	75	80	66

* Five of the seven positions approved in 1987 were establishment increases requested through the 1987 Operating Budget. In addition, on December 8, 1987, the Metropolitan Council adopted E.C.R. No. 32 which recommended a further net addition of two employees to the staff strength.

** While funding is included in the budget for the recommended change in establishment, this increase is subject to the approval of the Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

2. Overview

The recommended net expenditure for 1988 is $5,723.7 thousand, an increase of $757.1 thousand or 15.2% over the 1987 Estimate. The increase is primarily attributable to the following:

	Amount	
	$	%
- Annualization of positions approved in 1987	212.9	4.3
- Salary and Fringe Benefits Costs for additional permanent staff requested	195.6	3.9
- Increase in rental of office space	51.5	1.0
- 1988 Wage Settlement	123.3	2.5
- Other, including inflation	173.8	3.5
	757.1	15.2

3. Recommendations

3.1 It is recommended that an amount of $10.0 thousand be reclassified from Permanent Salaries to Temporary Salaries in the Labour Relations and Safety Division.

3.2 It is recommended that an amount of $79.9 thousand be reclassified from Permanent Salaries to Temporary Salaries in the Human Resources Development Division.

3.3 It is recommended that the Chief Administrative Officer review the Corporation's policy of accounting for Provincial reimbursements to the Community Services Department for work performed by the Personnel Department.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.4 Details of Reductions/(Increases) Recommended	
Administration Division	
1988 E $1,563.8; 1987 E $1,190.6; 1987 PA $1,198.7	
3.4.1 Salaries and Fringe Benefits	27.0

1988 E $439.0; 1987 E $369.6; 1987 PA $374.0

Included in the 1988 Estimate are Salary and Fringe Benefits costs for additional requested permanent staff as follows:

Clerk Grade 3 - Payroll ($10.6 thousand)
Clerk Grade 3 - Records ($22.7 thousand)

As the first position has not been recommended for approval, a corresponding reduction of $10.6 thousand to the account is warranted.

The additional Clerk Grade 3 - Records has been recommended for approval. However, costs for this position have been included in the 1988 Estimate on a fully annualized basis. As a result, it is recommended that half of the funds requested, or $11.4 thousand, be deleted from the account as well.

A review of the Temporary Salaries estimate in this Division revealed that a further reduction of $5.0 thousand to allow for gapping is warranted.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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Reduction/(Increase)
Gross/Net
$

3.4.2 Equipment Purchases 7.7

1988 E $11.5; 1987 E $1.3; 1987 PA $2.3

Included in the 1988 request is $2.7 thousand for a work station and typewriter for the Clerk Grade 3 - Payroll. As this position has not been recommended for approval, a corresponding deletion of funds for the equipment is warranted.

It is felt that the current small cabinets and document shredder within the Division are sufficient for the Administration central filing and shredding needs. A deletion of $5.0 thousand for these items is therefore recommended.

3.4.3 Registration Fees 10.0

1988 E $26.0; 1987 E $12.7; 1987 PA $15.6

An examination of this account by the Department revealed that a reduction of $10.0 thousand is warranted.

3.4.4 Rental of Office Space - Outside City Hall 113.1

1988 E $664.9; 1987 E $500.3; 1987 PA $528.1

Included in the 1988 request is $564.9 thousand for the rent of current office space on the 18th and 12th floors of 7 King Street East. A reduction of $46.4 thousand is recommended to account for revisions to the operating cost estimates forwarded by the landlord subsequent to the original submission.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

The remaining $100.0 thousand of the 1988 Estimate allows for a full year's rental charges for an additional 3,000 square feet of space ($60.0 thousand) together with tenant renovations thereto ($40.0 thousand). The extra area will provide for offices for twelve managerial staff, space for four clerks, a meeting room, reception area, lunch room, and storage space for Occupational Health and Safety equipment. In order to take into account the fact that occupancy will occur in September 1988 at the earliest, a further reduction of $66.7 thousand to the account is recommended.

3.4.5 Printing Services - External — 19.2

1988 E $35.0; 1987 E $8.0; 1987 PA $11.3

The entire request represents Management Services Department charges.

It is recommended that this account be reduced by $19.2 thousand to a level of $15.8 thousand. This would provide for a 1987 projected actual base of $11.3 thousand, adjusted upward by 4.5% for inflation to $11.8 thousand, in addition to $2.0 thousand for an Occupational Health & Safety Newsletter and $2.0 thousand for Personnel Manual updates resulting from the 1987 Peat Marwick study.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.4.6 M.S.D - Administrative Systems	74.9

1988 E $149.3; 1987 E $74.0; 1987 PA $74.0

Funds have been included in the 1988 Estimate for Administration - Contracted Services to provide for consulting fees incurred in the development and enhancement of the Department's microcomputer program. As a result, the $51.8 thousand requested in this account for M.S.D. to provide these services is no longer required.

A further $23.1 thousand reduction is recommended in order to limit the increase in maintenance costs to the level of inflation.

Recruitment and Placement Division

1988 E $1,251.9; 1987 E $907.6; 1987 PA $901.5

3.4.7 Permanent Salaries	104.1

1988 E $977.5; 1987 E $659.7; 1987 PA $584.4

Included in the 1988 Estimate are Salary and Fringe Benefits costs totalling $21.0 thousand for the new position of Assistant Placement Officer. This request has not been recommended for approval. Corresponding reductions of $18.0 thousand to the Permanent Salaries account and $3.0 to the Fringe Benefits account are therefore recommended.

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Reduction/(Increase)
Gross/Net
$

In addition, a recalculation of the account has revealed an error whereby certain salaries were included in the Estimate twice. A deletion of $33.1 thousand is therefore warranted.

The 1988 request includes $250.0 thousand of costs for the Secondment Program. These expenditures were previously charged to the Human Resources Development Division (see 3.4.19), and account for a majority of the increase in the 1988 Estimate over the 1987 Estimate. Discussions with the Department indicated that this fund can be decreased by $50.0 thousand. A corresponding reduction to the account is recommended.

3.4.8 Temporary Salaries 15.0

1988 E $74.5; 1987 E $52.3; 1987 PA $145.5

A review of this account with the Department indicated that a $15.0 thousand reduction is warranted.

The 1987 projected overexpenditure occurred when an additional Assistant Placement Officer was hired for ten months due to illness of a staff member. As well, an additional Clerk Grade 3 was employed to assist with an unanticipated workload.

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		Reduction/(Increase) Gross/Net $
3.4.9	Equipment Purchases	25.2

1988 E $25.2; 1987 E $5.0; 1987 PA $15.0

The entire request relates to the planned installation of the H.R.I.S. System during the year. Management Services Department have indicated that for 1988, the Personnel Department will act to drive and fine tune the System. Given the current exploratory stage of the program's development, it is recommended that one laser printer and one terminal be deleted. A reduction of $6.6 thousand is therefore warranted.

In addition, the remaining equipment will be purchased through, and leased from, the Management Services Department Office Automation Equipment Pool. It is therefore recommended that the remaining $18.6 thousand be deleted from the request and that corresponding lease costs for seven months, amounting to $5.3 thousand, be included in Services and Rents (see 3.4.10).

3.4.10	Services and Rents - Rental of Equipment - Office Automation Equipment Pool	(5.3)

The increase in this account represents lease costs to Management Services Department for new equipment leased through the Office Automation Equipment Pool (see 3.4.9).

Reduction/(Increase)
Gross/Net
$

3.4.11 Travelling Expense - Kilometrage and Other 11.5

1988 E $15.0; 1987 E $13.5; 1987 PA $3.3

Because of the large projected underexpenditures in the accounts for 1987, it is recommended that the 1988 Estimate be reduced by $11.5 thousand to $3.5 thousand, representing the 1987 projected actual base adjusted upward by 4.5% for inflation.

Labour Relations and Safety Division

1988 E $1,121.2; 1987 E $735.4; 1987 PA $758.2

3.4.12 Salaries and Fringe Benefits 32.6

1988 E $679.3; 1987 E $462.0; 1987 PA $453.5

Included in the 1988 Estimate for Temporary Salaries is a fully annualized amount of $39.2 thousand for a Labour Relations Supervisor. This position has now been requested and is recommended for permanent status.

As a result, it is recommended that the $39.2 thousand be deleted from the Temporary Salaries account and that $9.6 thousand be included in Permanent Salaries to reflect both the recommended conversion and expected gapping. Correspondingly, it is recommended that $3.0 thousand be deleted from the Fringe Benefits account.

Reduction/(Increase)
Gross/Net
$

In addition, fully annualized salary costs of $20.0 thousand for a Clerk Grade 3 have been included in the 1988 Estimate for Permanent Salaries. As this position is currently being filled by a temporary employee, it is recommended that half of these costs, or $10.0 thousand, be re-classified as Temporary Salaries.

3.4.13 Equipment Purchases — 9.3

1988 E $39.1; 1987 E $0.0; 1987 PA $0.0

Included in the 1988 Estimate is $10.0 thousand to replace the computer which is now being used for calculations during labour negotiations, with one more powerful. However, it is felt that the current equipment provides adequate computing facility. It is therefore recommended that this amount be deleted from the 1988 request.

As well, subsequent to the submission of the 1988 Operating Budget, the Division requested an additional $0.7 thousand for a compressor relating to the Occupational Health and Safety Equipment. A corresponding increase is warranted.

3.4.14 Industrial Relations — 52.5

1988 E $253.0; 1987 E $200.5; 1987 PA $236.0

The Estimate for Industrial Relations does not include $15.0 thousand for Professional & Technical Services requested separately in 1988. This latter amount provides

Reduction/(Increase)
Gross/Net
$

for specialized laboratory fees for Occupational Health and Safety tests, the costs of which in previous years were charged to this account.

It is recommended that the 1988 expenditure be maintained at the level of the 1987 Estimate, resulting in a corresponding reduction of $52.5 thousand.

Together with the Professional & Technical Services request of $15.0 thousand discussed above, this would represent an increase of 7.5% over the 1987 Estimate.

3.4.15 Prize Lists 5.0

1988 E $10.0

The 1988 Estimate provides for Safe Driving Awards. A review of this account with the Department indicated that a decrease of $5.0 thousand is warranted.

Compensation and Organization Division

1988 E $741.7; 1987 E $470.3; 1987 PA $451.0

3.4.16 Salaries and Fringe Benfits 93.1

1988 E $692.1; 1987 E $429.2; 1987 PA $383.3

The 1988 Estimate for Temporary Salaries includes an amount of $135.2 thousand to provide for fully annualized salaries for three Senior Compensation Analysts.

One of these positions was approved by the Metropolitan Council on December 8, 1987 for conversion to permanent status.

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Reduction/(Increase)
Gross/Net
$

The Personnel Department have indicated that they have been unable to fill these vacancies on a contract basis. As a result, they have requested that the remaining two positions also be reclassified as permanent. One of these conversions is recommended for approval.

It is therefore recommended that $123.9 thousand be deleted from Temporary Salaries and that $45.1 thousand be included in Permanent Salaries. This will allow for nine month's gapping in the temporary position and six month's gapping for the permanent. Correspondingly, a reduction of $9.3 thousand to the Fringe Benefits account is also recommended.

Lastly, a review of the Temporary Salaries account indicated that a further $5.0 thousand reduction to the account is warranted.

3.4.17 Travelling Expense - Kilometrage 10.0

1988 E $23.3; 1987 E $13.3; 1987 PA $13.3

It is recommended that the 1988 Estimate be maintained at the 1987 level. A reduction of $10.0 thousand to the account is therefore warranted.

Reduction/(Increase)
Gross/Net
$

3.4.18 Equipment Purchases 4.8

1988 E $18.5; 1987 E $22.8; 1987 PA $47.4

Subsequent to the original submission, the Division requested that the provision for the four Intelligent Terminals included in the Estimate be replaced by a funding for a Macintosh-compatible printer amounting to $1.6 thousand. A corresponding reduction of $4.8 thousand to the account is therefore warranted. Management Services Department has indicated that this equipment must be purchased directly; that is, it will not form part of the Office Automation Equipment Pool.

Human Resources Development Division

1988 E $1,798.9; 1987 E $1,673.6; 1987 PA $1,516.0

3.4.19 Permanent Salaries 61.7

1988 E $1,107.0; 1987 E $1,125.0; 1987 PA $961.6

The decrease in the 1988 Estimate from the 1987 Estimate stems primarily from the transfer of the Secondment Program costs to the Recruitment and Placement Division (see 3.4.7).

On December 8, 1987, Metropolitan Council approved both the addition to the permanent Establishment of the new position of Manager, Human Resource Planning, and the concurrent deletion of a Senior Placement Officer. The salary differential between the two positions amounts to

Reduction/(Increase)
Gross/Net
$

$6.0 thousand on a fully annualized basis, and because the 1988 Estimate does not reflect the approved changes, a corresponding increase to the account is recommended. Moreover, to properly account for an anticipated five months' gapping period in the hiring of the Manager, Human Resource Planning, it is also recommended that $22.8 thousand be deleted from Salary costs and $2.5 thousand be deleted from the Fringe Benefits request.

Council also approved on the same day, the addition of the new position of Rehabilitation Placement Officer, at annualized Salary and Fringe Benefit rates of $40.0 thousand and $6.0 thousand, respectively. These additional costs have been included in the 1988 Estimate. As a result, it is recommended that $16.9 thousand be deleted from the Permanent Salaries account and $2.5 thousand be deleted from the Fringe Benefits account. This will allow for an anticipated gapping period of five months.

In addition, $39.2 thousand for a Test Consultant has been erroneously included in Permanent Salaries. This amount should have been charged to Temporary Salaries. As a result, a corresponding reclassification from Permanent Salaries to Temporary Salaries is warranted.

As well, an amount of $25.0 thousand for a Training Coordinator and $11.4 thousand for a Clerk Grade 3 have been included in Permanent Salaries. The Department has agreed to delay the hiring of the Training Coordinator until 1989, and a corresponding reduction of $25.0 thousand is recommended. The $11.4 thousand for the Clerk should be reclassified to Temporary Salaries.

Reduction/(Increase)
Gross/Net
$

Similarly, fully annualized costs of $58.5 thousand for the Occupational Health Nurse and the Clerk Grade 3 recommended for permanent status have been included in Permanent Salaries. These positions are currently being filled by temporary employees. Therefore it is recommended that half of this amount, or $29.3 thousand, be reclassified to the Temporary Salaries account to allow for gapping.

3.4.20 Temporary Salaries — 10.7

1988 E $21.4; 1987 E $27.0; 1987 PA $140.9

The 1987 overexpenditure in this account occurred primarily as a result of two maternity leave replacements and unanticipated costs relating to the Career Development Program.

The 1988 Estimate provides for a Clerk Grade 3 for the Manager, Human Resource Planning. The request represents fully annualized salary costs. As a result, it is recommended that half of this amount, or $10.7 thousand, be removed from the Operating Budget.

3.4.21 Training and Development — 38.9

1988 E $300.0; 1987 E $250.0; 1987 PA $137.0

It is recommended that the increase in this account be maintained at the level of inflation. A reduction of $38.9 thousand is therefore warranted.

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Reduction/(Increase)
Gross/Net
$

3.4.22 Contracted Services — 32.8

1988 E $151.6; 1987 E $94.5; 1987 PA $94.5

It is recommended that the 1988 request be decreased by $32.8 thousand to $118.8 thousand. This represents a 1987 base of $94.5 thousand adjusted upward for inflation by 4.5%, plus an additional $20.0 thousand to allow for the implementation of new programs and the expansion of existing projects.

Other

3.4.23 Provincial Subsidy — (1,500.0)

1988 E $1,500.0; 1987 E $10.9; 1987 PA $0.0

The 1988 Estimate represents the full amount of an anticipated Provincial reimbursement to the Community Services Department as a result of services provided by the Personnel Department. Because this amount is traditionally accounted for in the Operating Budget of Community Services, it is recommended that this item be deleted from the 1988 request for the Personnel Department. However, it is also recommended that the Chief Administrative Office review the Corporation's policy for the accounting of this subsidy.

Total Increase — 746.2

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: PERSONNEL DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	6,477.5	+30.1
3.4.1	R13	Admin. - Salaries & Fringe Benefits	27.0		27.0	[redacted]	[redacted]
3.4.2	R13	Admin. - Equipment	7.7		7.7	[redacted]	[redacted]
3.4.3	-	Admin.-Registration Fees	10.0		10.0	[redacted]	[redacted]
3.4.4	R22	Admin. - Rent of Office Space	113.1		113.1	[redacted]	[redacted]
3.4.5	R05	Admin. - Printing Services	19.2		19.2	[redacted]	[redacted]
3.4.6	R04	Admin. - M.S.D. Administrative Charges	74.9		74.9	[redacted]	[redacted]
3.4.7	R09,R27	Recruitment - Perm. Salaries	104.1		104.1	[redacted]	[redacted]
3.4.8	-	Recruitment - Temp. Salaries	15.0		15.0	[redacted]	[redacted]
3.4.9	R21	Recruitment - Equipment	25.2		25.2	[redacted]	[redacted]
3.4.10	-	Recruitment - Rental of Equipment	(5.3)		(5.3)	[redacted]	[redacted]
3.4.11	-	Recruitment - Travelling	11.5		11.5	[redacted]	[redacted]
3.4.12	R25	Labour Relations - Salaries & F.B.	32.6		32.6	[redacted]	[redacted]
3.4.13	-	Labour Relations - Equipment	9.3		9.3	[redacted]	[redacted]
3.4.14	R19	Labour Relations - Indust. Relations	52.5		52.5	[redacted]	[redacted]
3.4.15	R07	Labour Relations Prize Lists	5.0		5.0	[redacted]	[redacted]
3.4.16	R25	Comp. & Org. - Salaries & F.B.	93.1		93.1	[redacted]	[redacted]
3.4.17	-	Comp. & Org. - Travelling	10.0		10.0	[redacted]	[redacted]
3.4.18	-	Comp. & Org. - Equipment	4.8		4.8	[redacted]	[redacted]
3.4.19	-	H.R.D. - Permanent Salaries	61.7		61.7	[redacted]	[redacted]
3.4.20	-	H.R.D. - Temporary Salaries	10.7		10.7	[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: PERSONNEL DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
3.4.21	R02	H.R.D. - Training & Development	38.9		38.9	[redacted]	[redacted]
3.4.22	R01,R03	H.R.D. - Contracted Services	32.8		32.8	[redacted]	[redacted]
3.4.23	-	Provincial Subsidy		1,500.0	(1,500.0)	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			753.8	1,500.0	(746.2)	5,723.7	+15.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: TREASURY DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	1,065.5	820.5	802.4
ACCOUNTING	2,150.3	2,097.6	2,290.0
BUDGET ANALYSIS AND INTERNAL CONTROL	1,497.9	1,396.2	1,249.2
CENTRAL PAYROLL	1,286.8	1,210.0	1,192.7
LONG TERM DEBT AND INVESTMENT	661.1	643.4	635.9
PENSIONS	613.9	577.9	659.8
PARKING TAG OPERATIONS	1,114.0	620.8	682.9
Gross Expenditure	8,389.5	7,366.4	7,512.9
Less Reimbursement Credits:			
Provincial Grants and Subsidies	2.5	2.5	2.3
Other Revenue	245.1	227.1	231.8
Total Reimbursement Credits	247.6	229.6	234.1
Net Expenditure	8,141.9	7,136.8	7,278.8

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: TREASURY DEPARTMENT

REVIEWED BY: CONTROLLER O'BRIEN (In $000's)

1. 1988 Estimate Comparison

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	 %
1.1 Gross Expenditure				
Budget Request	9,077.7	7,366.4	+1,711.3	+23.2
Recommended Reduction	688.2			
Recommended Funding	8,389.5	7,366.4	+1,023.1	+13.9
1.2 Net Expenditure				
Budget Request	8,830.1	7,136.8	+1,693.3	+23.7
Recommended Reduction	688.2			
Recommended Funding	8,141.9	7,136.8	+1,005.1	+14.1

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	118	118	101
Net Additions/(Deletions)	4*	8	17
Total Establishment	122**	126	118

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

** Does not include a permanent position transferred from the Management Services Department to the Treasury Department as approved by Council on January 19, 1988.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

2. Overview

The Department's recommended Gross expenditure for 1988 is $8,389.5 thousand. This is $1,023.1 thousand or 13.9% greater than the 1987 approved level.

The bulk of the Estimate to Estimate increase is a result of additional funding for Phase II completion of the Parking Tag Operations function, and for the annualized costs of operating expenses and staff hired in 1987. For comparison purposes, excluding the additional recommended funding for the Parking Tag Operations function, the recommended Gross expenditure would be approximately $348.3 thousand or 4.7% greater than the 1987 approved estimate. The remainder of the increase is attributable largely to the inclusion of funds for 4 new staff, increased Management Services Department Charges, and prior year annualization costs.

3. Recommendations

3.1 It is recommended that:

3.1.1 prior to the 1989 budget cycle, staff of the Budget Analysis and Internal Control Division submit a detailed report to the Budget Sub-Committee Member, regarding the Division's long term information processing plan;

3.1.2 Department staff submit a detailed report to the Budget Sub-Committee Member by July 1, 1988, which evaluates the Pension system alternatives under review, and details the desired course of action for the Pension Division;

3.1.3 the Commissioner of Finance submit a report jointly to the Budget and Management Sub-Committees before July 1, 1988, which addresses the budgetary implications of implementing the recommendations of the Operations and Management Review and the Information Needs and Systems Review;

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
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3.1.4 the Commissioner of Finance submit a report to the Budget Sub-Committee Member by September 1, 1988, respecting the Risk Manager position which: details the nature and quantity of workload in the area of corporate insurance responsibilities; identifies the need, if any, for additional professional and technical expertise during 1988 and beyond; and, examines the possibility of phasing out funding currently being provided for the Department's Insurance Consultant;

3.1.5 during 1988 and prior to submission of the 1989 budget, Department staff submit to the Transportation Committee and Budget Sub-Committee a comprehensive progress report detailing all aspects of the Parking Tag Operations function as assumed and implemented by the Corporation, including revenue;

3.1.6 by July 1, 1988 staff submit a report to the Budget Sub-Committee which addresses the feasibility of recouping lost revenue, i.e. unpaid parking tag fines, by an outside collection agency or by other means; and

3.1.7 by July 1, 1988, Department staff submit a report to the Budget Sub-Committee Member on the results of the time recording pilot study identifying the potential savings in staff time which may accrue corporately as a result of further time recording unit installations.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

3.2 Details of Recommended Reductions/(Increases)

	Reductions/(Increases) Gross/Net $
3.2.1 Establishment Review - Salaries, Wages and Fringe Benefits	106.0

The Department requested 8 new positions in 1988. Following a detailed review of the positions, it is recommended that 4 of 8 be approved. These include:

1 Assistant Finance Manager (Administration);
1 Internal Control Analyst (Budget Analysis and Internal Control);
1 Clerk Grade 3 (Budget Analysis and Internal Control); and
1 Clerk Grade 3 (Central Payroll)

As well, it is recommended 2 existing Clerk Grade 2 positions be reclassified to Senior Budget Clerks and 2 existing Clerk Grade 2 positions be reclassified to Budget Clerks (all in Budget Analysis and Internal Control). The date for commencement of employment for all recommended permanent positions for budget purposes is July 1, 1988.

The following position requests are not supported: 1 Systems Coordinator (Administration); 2 Accounting Analysts (Accounting); 1 Internal Control Analyst (Budget Analysis and Internal Control); and the proposed reclassification of 2 Clerk Grade 3's to Clerk Grade 2's (Central Payroll). Accordingly, it is recommended that $111.0 thousand be reduced, comprising $96.2 thousand in salaries and wages, and $14.8 thousand in fringe benefits for Permanent staff. Also, it is recommended that $5.0 thousand be added in Temporary salaries to augment the

Reductions/(Increases)
Gross/Net
$

existing Administration Division's computer programming capabilities.

The net recommended reduction in salaries wages and fringe benefits is $106.0 thousand.

3.2.2 Gapping 103.5

The Department's actual gapping in 1987 was 5.4% excluding the Parking Tag Operations Division. Divisionally, the range was from a minus 1.6% in Pensions to 8.6% in Central Payroll. In 1987, $100.0 thousand in gapped funds was transferred within the Department to offset an over-expenditure for computer systems.

The Department has allowed for only 2.0% gapping in 1988. While the experience of 1987 is not likely to be duplicated, there is no apparent indicator to suggest that existing and future vacancies will be immediately filled. It is recommended that the 1988 gapping provision for the Department as a whole be increased from 2.0% to a more reasonable 4.0%. As a result, after adjustments elsewhere in the report, it is recommended that an additional $103.5 thousand be reduced.

3.2.3 Advertising and Promotion 10.5

1988 E $21.0; 1987 E $15.4; 1987 PA $28.3

The Estimate reflects funds for 8 new positions. In that 4 requested positions are deleted, it is recommended that $10.5 thousand be reduced.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Reductions/(Increases)
Gross/Net
$

3.2.4 Rental of Office Space - City Hall 4.3

1988 E $600.4; 1987 E $583.1; 1987 PA $585.7

The applicable 1988 rental rate for City Hall for budgeting purposes should be $596.1 thousand. Therefore a reduction of $4.3 thousand is recommended.

3.2.5 Economic Summit (50.0)

It is recommended that $50.0 thousand be added to the Department's budget to permit production of a special edition Annual Report for presentation purposes in conjunction with the upcoming Economic Summit. As a one time expenditure the amount will be reduced from the Department's base estimate in 1989.

3.2.6 Equipment Purchases - Administration 4.9

1988 E $11.4; 1987 E $12.7; 1987 PA $12.7

The 1988 Estimate includes: $6.5 thousand for 10 lateral filing cabinets; $1.3 thousand for a new printer; $1.5 thousand for a camera, projector and screen for use in risk management seminars; $1.4 thousand for equipment purchases for the Systems Coordinator position; and $0.8 thousand for chairs.

A review of this account indicates that 6 cabinets will likely provide satisfactory storage at this time. The requirements for the Systems Coordinator position may be deleted. The other requests are supported.

Reductions/(Increases)
Gross/Net
$

Consistent with the provisions of the recently approved Office Automation Equipment Pool policy for lease of micro-computers and peripherals, $0.4 thousand is sufficient for lease of the printer. The "old" printer is to be returned to the pool.

It is recommended that $4.9 thousand be reduced from the total request.

3.2.7 Temporary - Salaries, Wages and Fringe Benefits - Accounting 12.0

1988 E $49.8; 1987 E $16.3; 1987 PA $40.1

Based on a staff re-assessment of need in the Division, it is recommended that $12.0 thousand be reduced comprising $11.5 thousand for Salaries and Wages and $0.5 thousand for Fringe Benefits.

3.2.8 Furniture and Furnishings - Accounting 5.5

1988 E $16.7; 1987 E $4.6; 1987 PA $4.6

The Estimate includes funds to purchase furniture for 2 Accounting Analysts. Consistent with the recommendations of the establishment review process, it is recommended that funds totalling $5.5 thousand be deleted.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Reductions/(Increases)
Gross/Net
$

3.2.9 Computer Related Equipment - Accounting 12.0

1988 E $16.0; 1987 E $19.0; 1987 PA $17.7

The Estimate comprises $4.0 thousand for 4 terminal monitors, keyboards and for cabling to expand access to the Department's existing network. As well, $12.0 thousand was requested for desk top publishing.

In 1987, $19.8 thousand was approved specifically to complete the Department's 1987 and 1988 network requirements for all divisions situated in City Hall excluding the Parking Tag Operations Division. It was made clear at the time that the funds were sufficient for all computer equipment for those years.

For a comparatively minimal additional expenditure of $4.0 thousand for the terminals, the system can be effectively expanded. The desk top publishing request however cannot be supported in view of the position taken in 1987.

Accordingly, it is recommended that $12.0 thousand be deleted in 1988.

3.2.10 Management Services Department Charges for CAS - Accounting 243.1

1988 E $860.8; 1987 E $591.9; 1987 PA $860.3

Management Services Department Charges billed to the Treasury Department in 1988 and relating to the Central Accounting System are for Maintenance ($198.0 thousand) and Production ($662.8 thousand) system activity costs

Reductions/(Increases)
Gross/Net
$

only. These activities historically have been treated as non-discretionary.

On December 8, 1987, Council adopted Clause 46 of Report No. 32 of the Executive Committee thereby authorizing additional funds to cover an estimated over-expenditure of $142.1 thousand for Maintenance and $83.3 thousand for Production in 1987. The total projected over-expenditure to be absorbed by the Treasury Department therefore was $225.4 thousand. It was indicated that this would be offset marginally by an under-expenditure of $50.0 thousand in the CAS Enhancement budget of the Management Services Department. By letter dated December 9, 1987, MSD staff advised of a further predicted over-expenditure totalling $10.7 thousand. It is apparent that the ability to project and control CAS costs is unsatisfactory. This is supported in history.

The adequency of the CAS and the associated costs are presently subject of Task Force scrutiny. A report on the alternatives available to best suit the Corporation's needs is expected within the first quarter of 1988. As well, in accordance with Council's recommendations in the aforementioned Clause, the Commissioner of Finance will provide to the Budget Sub-Committee a detailed breakdown and explanation of CAS cost over-runs during 1987.

In view of these concerns, and consistent with the intent of recommendations respecting the Management Services Department's 1988 Operating Budget, it is recommended that funding for CAS Maintenance and Production in 1988

Reductions/(Increases)
Gross/Net
$

be reduced to a level reflecting a volume and inflationary increase totalling only 10% above the 1987 approved Estimate. Accordingly, it is recommended that $209.7 thousand be reduced. Pending the results of the Task Force analysis, and consideration of the information to be provided to the Budget Sub-Committee respecting cost over-runs, any additional funds deemed necessary may be provided from the Contingency Account.

As a result of the Management Services Department's purchase of a mainframe laser printer there will be a reduction in 1988 batch processing charges from the City of Toronto. The applicable reduction for the CAS is $33.4 thousand.

The total reduction recommended is $243.1 thousand of which $209.7 thousand is provided in Contingency.

3.2.11 Bank Service Charges - Accounting — 10.0

1988 E $188.0; 1987 E $171.4; 1987 PA $171.4

On the basis of a staff re-assessment of 1988 service charges, it is recommended that $10.0 thousand be reduced.

3.2.12 Salaries and Wages - Overtime - Budget Analysis and Internal Control — 3.0

1988 E $20.3; 1987 E $13.2; 1987 PA $11.1

While the number of staff opting to receive cash versus lieu time for 1988 has increased, a review of this account results in a reduction of $3.0 thousand.

	Reductions/(Increases) Gross/Net $
3.2.13 Furniture and Furnishings - Budget Analysis and Internal Control	5.6

1988 E $8.7; 1987 E $5.5; 1987 PA $5.0

The Estimate includes $4.2 thousand specifically to provide furniture for the 2 Internal Control Analyst positions. One position only is recommended for approval. Accordingly, $2.1 thousand can be reduced.

Funds in the amount of $3.5 thousand for a carpet in the open space areas of the Internal Control Unit are deleted also.

The total reduction recommended for furniture and furnishings is $5.6 thousand.

3.2.14 Computer Related Equipment - Budget Analysis and Internal Control	5.0

1988 E $11.5 1987 E; $8.0 1987 PA $12.7

The Estimate includes $9.0 thousand for 3 micro-computers for the Budget Analysis Unit. Two are intended specifically for word processing purposes to replace the Xerox 860's which are to be phased out prior to the 1989 budget cycle. Consistent with the provisions of the recently approved Office Automation Equipment Pool policy, $4.0 thousand will be necessary in 1988 for the lease of 2 units with satisfactory capacity to function as intended.

The third unit is to increase the Division's capabilities in accordance with its long-term information processing plan, which aims ultimately to equip appropriate analysts and

Reductions/(Increases)
Gross/Net
$

managers with stand alone processing units. While the plan is generally supported, it is premature at this time to recommend purchase of another micro-computer. It is recommended therefore, that $3.0 thousand be reduced. The total recommended reduction is $5.0 thousand.

It is recommended also, that a detailed report regarding the Division's long-term information processing plan be submitted to the Budget Sub-Committee Member prior to the 1989 budget cycle.

3.2.15 Salaries and Wages - Overtime - Central Payroll — 6.0

1988 E $40.0; 1987 E $32.4; 1987 PA $31.0

The nature of the payroll cycle and the inherent work involved is such that some overtime is essential. A review by staff indicates that a 5% increase over the 1987 Estimate is satisfactory. It is recommended therefore, that $6.0 thousand be reduced.

3.2.16 Computer Related Equipment Purchases - Central Payroll — 4.2

1988 E $6.0; 1987 E $5.6; 1987 PA $5.6

The Estimate includes $5.7 thousand for a personal computer and modem for use by the new Clerk to access effectively the OMERS Data Bank. A re-assessment of requirements indicates that $4.6 thousand will provide a micro-computer with hard disk, printer, operating system and modem. Consistent with the provisions of the recently approved Office Automation Equipment Pool policy for the lease of micro-computers and peripherals, $1.5 thousand is sufficient in 1988. Therefore, a reduction of $4.2 thousand is recommended.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

	Reductions/(Increases) Gross/Net $
3.2.17 Data Processing Equipment - Central Payroll	1.0
3.2.18 Management Services Department Charges - Central Payroll	39.6

3.2.17 Data Processing Equipment - Central Payroll — 1.0

1988 E $6.2; 1987 E $2.5; 1987 PA $4.0

The Estimate includes $1.2 thousand for software regarding OMERS. Staff indicate that $0.2 thousand will be adequate in 1988. It is recommended that $1.0 thousand be deleted.

3.2.18 Management Services Department Charges - Central Payroll — 39.6

1988 E $417.8; 1987 E $339.8; 1987 PA $331.6

The Department's Estimate comprises $240.6 thousand in Production costs, $67.2 thousand in Maintenance costs, $60.0 thousand in Enhancement costs and $50.0 thousand in Development costs. The Estimate to Estimate increase for the total is $78.0 thousand or 23.0%. The bulk of the increase is a result of increased Developments and Enhancements. While no doubt of benefit in the long term, these system activities unlike Production and Maintenance activities are fully discretionary.

Review by staff resulted in a $11.6 thousand reduction for Development costs relating to the purge of the Master File. Subsequent to further review, it is recommended that an additional $18.5 thousand be reduced from Development and/or Enhancement costs. In addition, $9.5 thousand can be reduced, representing the savings in Production costs for the payroll system as a result of the purchase of the mainframe laser printer.

The total recommended reduction is $39.6 thousand.

Reductions/(Increases)
Gross/Net
$

3.2.19 Equipment Purchases - Long Term Debt and Investment 3.5

1988 E $6.0; 1987 E $2.8; 1987 PA $2.8

Subsequent to a detailed re-evaluation of needs, it is recommended that a stand alone micro-computer and printer be approved. On the basis of a $4.6 thousand purchase price, consistent with the provisions of the Office Automation Equipment Pool policy, $1.5 thousand is adequate for lease purposes.

It is therefore recommended that $3.5 thousand be reduced.

3.2.20 Management Services Department Charges - Pensions 49.9

1988 E $144.9; 1987 E $93.9; 1987 PA $134.4

The Department experienced a 43.1% over-expenditure in 1987 due to the underestimation of costs by the Management Services Department for the development of the new computer-based pension system. The process recommended by MSD for data conversion resulted in programs and data which were inconsistent with the Trustee's requirements. As a result, a great deal of time and effort, as well as money was expended to ameliorate the situation.

The Management Services Department has recently completed a detailed analysis of the adequacy and suitability of the pension system being developed. The analysis examines the merit, drawbacks, costs and impact of 4 long-term alternatives. The report also suggests that

Reductions/(Increases)
Gross/Net
$

efforts should continue (during 1988) in order to stabilize the existing system, regardless of the possibility of going with one of the identified alternatives. The Boards of Trustees initiated the request.

Neither Department staff nor the Trustees have reviewed the report. Given that the recommendations impact the Department beyond Pension application needs, it is recommended that a further report be submitted to the Budget Sub-Committee Member by July 1, 1988 which evaluates the alternatives and details the desired course of action for the Pension Division.

The 1988 Estimate is $51.0 thousand or 54.3% greater than the approved 1987 Estimate. The Estimate comprises $72.5 thousand for Enhancements to the computer-based system as recommended for inclusion in the budget by the Boards of Trustees. Irrespective of the MSD review recommendation to retain full funding as requested in 1988, following a detailed review, it is recommended that a total of $49.9 thousand be reduced. This comprises $38.7 thousand in Enhancement costs for Pension Calculation; $9.5 thousand in unspecified costs; and $1.7 thousand in Production costs related to savings accruing from the purchase of the mainframe laser printer.

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Reductions/(Increases)
Gross/Net
$

3.2.21 Salaries and Wages - Overtime - Pensions — 9.0

1988 E $21.9; 1987 E $12.3; 1987 PA $25.5

The over-expenditure in 1987 of $13.2 thousand or 105.6% is related exclusively to the problems associated with manual data conversion to the Management Services Department developed system. The 1988 Estimate is based on continuing problems. It is appropriate to reduce the 1988 Estimate to a level reflecting a 4.5% inflationary increase over the 1987 approved Estimate. A reduction of $9.0 thousand is recommended.

3.2.22 Postage - Pensions — 4.0

1988 E $30.0; 1987 E $14.0; 1987 PA $21.0

Review indicates that $26.0 thousand will be adequate to provide for volume and a rate increase as well as contingency mailings in 1988. It is recommended that $4.0 thousand be reduced.

3.2.23 Management Services Department Charges - Parking Tag Operations — 2.9

1988 E $236.4; 1987 E $173.1; 1987 PA $178.8

It is recommended that $2.9 thousand in Production costs be reduced as a result of savings arising from the purchase of a mainframe laser printer by the Management Services Department.

Reductions/(Increases)
Gross/Net
$

3.2.24 Hand Held Computers - Parking Tag Operations 52.4

The Division's Estimate includes $52.4 thousand to carry out a pilot study of automated parking tag issuance by means of hand held computers. The total comprises:

> $30.0 thousand for Professional and Technical Services for the purchase of test units, for program costs and for analysis of the results; and
>
> $22.4 thousand for Management Services Department Charges for coordinating and implementing the study and for preparation of specifications.

Staff indicate a relative lack of urgency and priority associated with this project. It is recommended that full funding be deleted and provided in the Contingency for 1988.

3.2.25 Equipment Purchases - Parking Tag Operations 31.1

1988 E $114.5; 1987 E $152.6; 1987 PA $199.4

The Estimate is for new office furniture, furnishings, machines and various computer related hardware. Following a detailed re-assessment and review of requirements and cost estimates, it is recommended that a total of $31.1 thousand be reduced from the account.

The recommended reduction reflects the following: deletion of $13.4 thousand for 2 micro-computers and 2 work stations; reduction of $1.8 thousand for 3 Kodak microfilm readers; and, reduction of $15.9 thousand for 2

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Reductions/(Increases)
Gross/Net
$

modems and 3 IBM 3101 Terminals. The last reduction is a result of the application of the Office Automation Equipment Pool policy which provides $1.0 thousand and $2.4 thousand respectively for the modem and terminal requirements.

3.2.26 Postage - Parking Tag Operations 9.2

1988 E $34.0; 1987 E $0.0; 1987 PA $0.0

A recalculation of the Estimate for this account was performed by staff. It is assumed that 50% of recieved correspondence would likely necessitate a written reply. At a rate of 37 cents per item, the revised estimate is $24.8 thousand. This permits a reduction of $9.2 thousand.

Total Reduction Recommended 688.2

4. Other Recommendations and Comments

4.1 Operations and Management Review

On April 28, 1987, Council adopted the following recommendation regarding the Treasury Department's 1987 current budget:

"during 1987, the Commissioner of Finance submit a report jointly to the Budget and Management Sub-Committees which addresses the budgetary implications of implementing the recommendations of the Operations and Management Review and the Information Needs and Systems Review."

The recommendation has not yet been addressed. It is both desirable and appropriate that this recommendation be reiterated excepting that the report be available before July 1, 1988.

As recommended by Council, the Management Services Department will conduct a follow-up review commencing in July 1988 on the status and progress of the recommended changes to Treasury Department operations. A report will be submitted to the Management Sub-Committee.

4.2 Insurance Consultant Services

During the 1987 budget review process, at the urging of the Commissioner of Finance and Treasurer, favourable consideration was given for the approval and expeditious hiring of a Corporate Risk Manager. In doing so, it was recommended that:

"during 1987, the Commissioner of Finance submit a report to the Budget Sub-Committee Member respecting the new Risk Manager position which: details the nature and quantity of workload in the area of corporate insurance responsibilities; identifies the need, if any, for additional professional and technical expertise during 1988 and beyond; and, examines the possibility of phasing out funding currently being provided for the Department's Insurance Consultant."

As indicated in the 1987 Budget Sub-Committee Member's Report a reduction could be anticipated in the 1988 budget for Insurance Consultant Services.

The position of Manager of Risk and Loss Control was filled on November 2, 1987. Accordingly, it was not possible to submit a detailed analysis as requested. It is recommended that the report be submitted to the Budget Sub-Committee Member by September 1, 1988.

4.3 Parking Tag Operations

1988 E $1,221.6; 1987 E $620.8; 1987 PA $766.5

This Division's Estimate to Estimate increase after adjustments is $505.2 thousand. The increase reflects $270.0 thousand in annualized costs for the partial assumption of the parking tag function in 1987. In addition, it includes $139.0 thousand for the Phase II assumption of the responsibilities scheduled for July of this year, and various other increases for 1988. During 1987, $169.7 thousand was transferred from Contingency to complete the 1987 budgetary requirements as outlined in Clause 12 of Report No. 10 of the Transportation Committee, adopted by Council on June 23, 26 and 30, 1987.

In light of the funding provided to date and the request for significant additional funding in 1988, it is recommended that during 1988 and prior to submission of the 1989 budget, Department staff submit to the Transportation Committee and Budget Sub-Committee a comprehensive progress report which details all aspects of the Parking Tag Operations function as assumed and implemented by the Corporation, including revenues.

Staff indicate that in the order of $19 million is outstanding in unpaid parking tags. It is recommended that staff submit a report to the Budget Sub-Committee by July 1, 1988 which addresses the feasibility of recouping lost revenues by an outside collection agency, or by other means.

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4.4. Time Recording Unit

The following recommendation respecting the Department's 1987 budget also was adopted by Council:

"during 1987, Department staff submit a report to the Budget Sub-Committee Member on the initial results of the time recording pilot study in the Homes for the Aged, and identify the potential staff time savings which may accrue corporately, as a result of further time recording unit installations."

This report is not yet available due to a delay in implementing the study. A time recording unit has been installed in the Central Payroll Division and is presently used on an entry and exit recording basis. Funds provided in 1987 for development of the system link to the mainframe were not utilized and have been provided in 1988. The pilot project will continue to be tested during the year. It is recommended that the report requested initially for 1987 now be submitted by July 1, 1988.

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: TREASURY DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER DICK O'BRIEN

*Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	9,077.7	+23.2
3.2.1	R41,R16, R29,R26	Additional Staff	106.2		106.2	[redacted]	[redacted]
3.2.2	R37	Gapping	103.5		103.5	[redacted]	[redacted]
3.2.3	-	Advertising and Promotion	10.5		10.5	[redacted]	[redacted]
3.2.4	-	City Hall Rent	4.3		4.3	[redacted]	[redacted]
3.2.5	-	Economic Summit	(50.0)		(50.0)	[redacted]	[redacted]
3.2.6	R02	Equipment - (Administration)	4.9		4.9	[redacted]	[redacted]
3.2.7	R14	Temporary-Salary & Benefits (Accounting)	12.0		12.0	[redacted]	[redacted]
3.2.8	R17,R30	Furniture (Accounting)	5.5		5.5	[redacted]	[redacted]
3.2.9	R40	Computer Equipment (Accounting)	12.0		12.0	[redacted]	[redacted]
3.2.10	-	MSD Charges - CAS (Accounting)	243.1		243.1	[redacted]	[redacted]
3.2.11	-	Bank Service Charges (Accounting)	10.0		10.0	[redacted]	[redacted]
3.2.12	-	Overtime-(Budget Anal. & Internal Control)	3.0		3.0	[redacted]	[redacted]
3.2.13	R27	Furniture-(Budget Analysis & Int. Cont.)	5.6		5.6	[redacted]	[redacted]
3.2.14	R07	Equipment-(Budget Analysis & Int. Cont.)	5.0		5.0	[redacted]	[redacted]
3.2.15	-	Overtime (Central Payroll)	6.0		6.0	[redacted]	[redacted]
3.2.16	R33	Computer Equipment (Central Payroll)	4.2		4.2	[redacted]	[redacted]
3.2.17	-	Data Processing (Central Payroll)	1.0		1.0	[redacted]	[redacted]
3.2.18	R20,R34	MSD Charges (Central Payroll)	39.6		39.6	[redacted]	[redacted]
3.2.19	R08	Equipment (Long Term Debt & Investment	3.5		3.5	[redacted]	[redacted]
3.2.20	R24,R36	MSD Charges (Pensions)	49.9		49.9	[redacted]	[redacted]
Total							

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Form No. MT 14

Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: TREASURY DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER DICK O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
3.2.21	-	Overtime (Pensions)	9.0		9.0	[redacted]	[redacted]
3.2.22	-	Postage (Pensions)	4.0		4.0	[redacted]	[redacted]
3.2.23	-	MSD Charges-(Parking Tag Operations)	2.9		2.9	[redacted]	[redacted]
3.2.24	R15	Hand Held Computers (Parking Tag Ops.)	52.4		52.4	[redacted]	[redacted]
3.2.25	-	Equipment - (Parking Tag Operations)	31.1		31.1	[redacted]	[redacted]
3.2.26	-	Postage - (Parking Tag Operations)	9.2		9.2	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			688.2		688.2	8,389.5	+13.9

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: ROADS AND TRAFFIC DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	3,860.9	3,733.2	3,649.0
PLANNING AND DESIGN	4,178.4	4,118.2	3,931.8
OPERATIONS	31,865.5	30,956.1	28,794.0
TRAFFIC ENGINEERING	16,830.9	16,250.6	15,202.1
Gross Expenditure excluding Capital Financing	56,735.7	55,058.1	51,576.9
Less Reimbursement Credits:			
Interdepartmental Recoveries	236.0	290.1	249.8
Provincial Grants and Subsidies	16,091.5	15,289.9	15,389.9
Other Revenue	3,741.1	2,919.9	3,734.0
Total Reimbursement Credits	20,068.6	18,499.9	19,373.7
Net Expenditure excluding Capital Financing	36,667.1	36,558.2	32,203.2
Capital Financing:			
DEBT CHARGES	12,298.6	13,937.5	14,106.8
CAPITAL FROM CURRENT	8,358.5	7,738.5	6,267.1
Total Capital Financing	20,657.1	21,676.0	20,373.9
Net Expenditure including Capital Financing	57,324.2	58,234.2	52,577.1

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: ROADS AND TRAFFIC DEPARTMENT

REVIEWED BY: CONTROLLER O'BRIEN (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	58,997.6	55,058.1	+3,939.5	+7.2
	Reductions by Transportation Committee	313.0			
	Budget Recommended by Transportation Committee	58,684.6			
	Recommended Reduction	1,948.9			
	Recommended Funding	56,735.7	55,058.1	+1,677.6	+3.0
1.2	Net Expenditure				
	Budget Request	37,884.3	36,558.2	+1,326.1	+3.6
	Reductions by Transportation Committee	313.0			
	Budget Recommended by Transportation Committee	37,571.3			
	Recommended Reduction	904.2			
	Recommended Funding	36,667.1	36,558.2	+108.9	+0.3
1.3	Capital Financing	20,924.5	21,676.0	-751.5	-3.5
1.4	Net Expenditure including Capital Financing	57,591.6	58,234.2	-642.6	-1.1

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	533	533	524
Net Additions/(Deletions)	7*	7	9
Total Establishment	540	540	533

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

2. Overview

2.1 Expenditure

Excluding the cost of capital financing, the recommended Gross expenditure is $1,677.6 thousand or 3.0% greater than the 1987 approved estimate. On a Net expenditure basis, the increase is only $108.9 thousand or 0.3%, reflecting in part, greater subsidy and revenues in 1988.

The 1988 Estimate to Estimate increase reflects general inflationary growth in various budget items and is largely attributable to the inclusion of funding for the following:

- additional permanent and temporary staff requirements;
- increases in various contracted services;
- salary and benefit settlement costs;
- annualization and increments;
- provision for traffic signals associated with the Harbourfront LRT (totally recoverable);
- provision for pedestrian cross-over standardization;
- increase in repair of utility cuts (fully recoverable);
- provision for replacement of expressway guide signs;
- increase in Management Services Department Charges;
- increase in Hydro costs; and
- provision for a tree planting study.

The recommended funding level reflects a reduction of $313.0 thousand as recommended by the Transportation Committee.

2.2 Provincial Subsidy

The budget is based on a Provincial Subsidy allocation for current expenditures of $16,091.5 thousand. If the 1988 expenditures are approved as recommended, it is anticipated that a subsidy shortfall of approximately $4,484.1 thousand will result. This means approximately $8,968.2 thousand of expenditure in the budget is eligible for subsidy, but no subsidy dollars are available. Supplemental requests for subsidy may reduce this figure somewhat.

3. Recommendations

3.1 It is recommended that:

3.1.1 during 1988 an Establishment Review of the Roads and Traffic Department be undertaken by the Personnel and Roads and Traffic Departments, and that an interim report be submitted to the Budget Sub-Committee Member by July 1, 1988, which: details the steps taken to resolve the identified problems; indicates the successes to date; and, which establishes a clear plan for the future to ensure a lower and more reasonable vacancy level. It is recommended also, that any position vacant since 1986 and not filled by July 1, 1988, be deleted from the Roads and Traffic Department permanent establishment, pending satisfactory justification for the position's retention;

3.1.2 a Winter Maintenance Reserve based on the average of costs over a six year period be established; and that the Department's Administrative staff develop the requirements and conditions of the Reserve and report to the Budget Sub-Committee Member by July 1, 1988, prior to implementation in 1989; and

3.1.3 a detailed review and justification of the Permit Section System Development Plan be included in the Department's 1989 Estimate; and, that staff submit an interim report to the Budget Sub-Committee Member by July 1, 1988, which details the progress to date of the Permit Section review, and which discusses the future of the system being developed.

3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.1 Reductions/(Increases) by the Transportation Committee	313.0	313.0

3.2.1 Reductions/(Increases) by the Transportation Committee

The following net reductions to the Department's 1988 request were recommended by the Metropolitan Transportation Committee on February 1, 1988 (see Attachment I):

Reduction No.	Reduction/(Increases)	Gross/Net $
R02	Relocation Expenses (delete and provide in Contingency pending further information in 1988 regarding the possible move of the Department)	50.0
R03	Boundary Signs	50.0
R04	Increase Gapping	100.0
R05	Grass Cutting	35.0
R06	1 New Signal (21 to 20)	45.0
R11	Legal Fees	48.0
	Bridge Inspection Engineer	(15.0)
		313.0

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.2 Gapping Allowance	146.1	146.1

3.2.2 Gapping Allowance

The Department's actual gapping for both temporary and permanent requirements in 1987 was 6.7%. In lieu of specific reductions to permanent and/or temporary salaries, and to allow sufficient funding flexibility to positively address vacancy filling, it is recommended that the gapping provision for 1988 be increased from 4.9% to 6.0%. After adjustment elsewhere in the report for overtime, and for the $100.0 thousand in gapping recommended by the Transportation Committee, it is

Reduction/(Increase)
Gross $ Net $

recommended that an additional $146.1 thousand be reduced.

3.2.3 Overtime — 142.8 142.8

1988 E $980.2; 1987 E $874.8; 1987 PA $848.3

The Department's actual expenditure level for overtime in 1987 was $710.9 thousand which is $163.9 thousand less than the approved level. In part, the shortfall is attributable to a comparatively mild winter (1987) which reduced the need to handle snow. The 1988 Estimate assumed significantly more snow handling in 1988. Based on a detailed review of the assumptions comprising the Estimate, up-to-date information, and prior experiences, it is recommended that funds for departmental overtime in 1988 be reduced by $142.8 thousand. This leaves $837.4 thousand reflecting a 6.5% volume increase and a 4.0% salary and benefit increase over the 1987 actual expenditure. The remainder also includes $50.0 thousand added specifically to permit additional road maintenance and litter removal for the Economic Summit.

3.2.4 Equipment Purchases - Administration — 5.9 5.9

1988 E $16.8; 1987 E $36.3; 1987 PA $36.0

The Estimate includes $4.0 thousand for a portable personal computer and $4.7 thousand for computer equipment to substantially increase the capacity of an existing correspondence system which is severely overloaded. Both requests are supported. Consistent with the provisions of the recently approved Office Automation

		Reduction/(Increase)	
		Gross $	Net $

Equipment Pool policy for lease of micro and portable computers and peripherals, $2.8 thousand in 1988 is sufficient for 8 months. It is recommended that $5.9 thousand be reduced.

		Gross	Net
3.2.5	Management Services Department Charges - Administration	65.0	65.0

1988 E $124.0; 1987 E $85.0; 1987 PA $85.0

The Estimate includes $77.0 thousand for Management Services Department Development costs. With approval of a micro-computer for the Branch and additional staff with technical programming expertise, it is reasonable to reduce the total Development costs by $65.0 thousand in 1988 to carry out the bulk of the work "in-house".

		Gross	Net
3.2.6	Printing Services - External - Administration	5.0	5.0

1988 E $38.6; 1987 E $38.6; 1987 PA $35.3

This account provides funds for printing of reports and special presentations primarily for the Policy and Research Division. On the basis of revised projected actuals and past history, it is recommended that $5.0 thousand be reduced.

		Gross	Net
3.2.7	Postage - Administration	4.0	4.0

1988 E $18.0; 1987 E $17.7; 1987 PA $16.6

No appreciable increase in volume is anticipated in 1988. The Estimate merely reflects the rate increase effective January 1, 1988. On the basis of revised projected actuals and consistent with expenditures in prior years, $14.0

thousand is sufficient in 1988. A reduction of $4.0 thousand is recommended.

	Reduction/(Increase)	
	Gross $	Net $
3.2.8 Catastrophe Mapping - Planning and Design	0.0	(44.7)

1988 E $44.7; 1987 E $0.0; 1987 PA $0.0

Funding in the amount of $44.7 thousand is provided in a new program entitled Catastrophe Mapping, for participation of the Survey Section staff, equipment and facilities to assist in the preparation and production of disaster/event maps. The budget submission indicates that all expenses are to be recovered from the Metropolitan Toronto Police.

The Roads and Traffic Department along with various departments and agencies within and without the Metropolitan Corporation are involved directly in planning and carrying out simulated emergency and disaster situations. In so doing, all expenses incurred traditionally have been borne by the respective bodies involved. The exercises proposed for the Survey Section are fully consistent with the normal involvement and capabilities of the Department in the Metropolitan Emergency Plan. It is recommended that the budget be adjusted to reflect no reimbursements from the Metropolitan Toronto Police. This recommendation impacts only net expenditures.

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	Reduction/(Increase)	
	Gross $	Net $
3.2.9 Equipment Purchases - Planning and Design	30.0	30.0

1988 E $48.4; 1987 E $53.4; 1987 PA $57.4

The Estimate includes $30.0 thousand in the Permit Section to upgrade the file server to allow for additional disk capacity and processing speeds. Funds were made available in 1987 to order this equipment by restricting expenditures elsewhere within the Department. Subsequent to budget preparation, the upgrade was delivered in 1987. It is recommended that the 1988 Estimate be reduced accordingly.

	Gross $	Net $
3.2.10 Contracted Services - Machinery and Equipment - Planning and Design	9.4	9.4

1988 E $20.0; 1987 E $19.5; 1987 PA $19.5

The bulk of the Estimate is for service contracts for CAD equipment. A review of the requirements indicates that $9.4 thousand may be reduced.

	Gross $	Net $
3.2.11 Materials and Supplies - Operations	62.9	62.9

1988 E $1,652.0; 1987 E $1,581.0; 1987 PA $1,581.0

The 1988 Estimate is for asphalt, concrete, gravel and emergency materials. Current year end data shows a 1987 actual expenditure of $1,451.2 thousand. The 1986 actual is $1,451.4 thousand. A 9.5% increase over the 1987 actual comprising 5.0% for volume and 4.5% for inflation will result in a 1988 Estimate of $1,589.1 thousand. It is recommended that $62.9 thousand be reduced.

	Reduction/(Increase) Gross $	Net $
3.2.12 Equipment Purchases - Operations	79.9	79.9

1988 E $137.5; 1987 E $94.0; 1987 PA $94.0

The Estimate includes $100.0 thousand to purchase 40 radios. The equipment replacement reserve account also provides for replacement of 30 radios. Based on a review of requirements, it is recommended that $70.0 thousand be deleted leaving $30.0 thousand to purchase 15 additional radios at $2.0 thousand each.

The Estimate also includes a total of $12.5 thousand for purchase of 2 micro-computers, 2 printers and 2 work stations for the Construction Division. Only one request can be supported at this time. Consistent with the provisions of the recently approved Office Automation Equipment Pool policy for the lease of micro-computers and peripherals, $1.6 thousand is sufficient in 1988. Funding for one work station is retained. The recommended reduction for computer related equipment therefore is $9.9 thousand.

The total reduction recommended for Equipment purchases is $79.9 thousand.

	Gross	Net
3.2.13 Contracted Services - Licensed Mobile Equipment - Operations	39.4	39.4

1988 E $75.0; 1987 E $75.0; 1987 PA $75.0

The amount allocated for quotations for the maintenance of mobile equipment is based on an average over the years. On the basis of the average expenditure for the past four consecutive years, plus provision for inflation, it is recommended that $39.4 thousand be reduced.

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.14 Routine Maintenance - Tree Planting - Operations	100.0	100.0

1988 E $450.0; 1987 E $250.0; 1987 PA $250.0

This account, historically, provides funds for the Department's annual tree planting program, tree trimming, tree removal, and inspections on Metropolitan arterial roads. An additional $200.0 thousand is included in the 1988 Estimate: one half the amount, i.e. $100 thousand, to augment the tree planting program; the remainder for a broad-based landscaping study to be carried out by consultants.

While the study itself is supported, it is premature to provide an additional $100.0 thousand for tree planting in the existing program, prior to reviewing the results of the study. It is recommended therefore, that $100.0 thousand be deleted in 1988, and that funds for this purpose be provided in 1989 pending consideration by Council of the results of the overall study.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.15 Winter Maintenance - Operations	600.0	600.0

1988 E $10,881.1; 1987 E $10,290.9; 1987 E $10,246.9

The Department's total Winter Maintenance Program estimate for 1988 is $10,881.1 thousand. Functionally, this breaks down as follows: salt spreading ($3.1 million); snow plowing ($3.9 million); snow removal ($3.2 million); and other clearing functions relating to bus stops, crosswalks, catch basins, etc. ($0.7 million).

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Reduction/(Increase)

	Gross	Net
	$	$

The major program activity is Contracted Services -Salting and Plowing, comprising $1,700.0 thousand for Salt, and $6,310.0 thousand for the actual salting, plowing and trucking contracts. In addition, $2,871.1 thousand is provided for the winter maintenance activities that are performed by Metropolitan staff. This is captured within the Municipal Maintenance Management System (MMMS) Program. The overall winter maintenance function Estimate ($10,881.1 thousand) is based on the average of winter conditions over the past 8 consecutive winters. The 1987 actual expenditure is $7,952.4 thousand which reflects a mild winter in early and late 1987.

Annual expenditures vary considerably with the severity of the winter. A low annual snow fall does not automatically result in a major reduction because of the fixed costs inherent in the winter maintenance program. Nevertheless, staff indicate that a $300.0 thousand reduction for Salt and a $300.0 thousand reduction for Salting, Plowing and Trucking Contracts at the least, is appropriate at this time. A portion of the recommended reduction made to Overtime costs takes into account the reduced activities performed directly by Metropolitan staff. It may be possible to make additional adjustments to the Estimate at the Budget Sub-Committee meeting on March 25, 1988.

Given the comparatively unpredictable nature of this function, in order to minimize the "peaks and valleys" impact on the Department's annual budget, it is recommended that a Winter Maintenance Reserve be established and based on the average of costs over a six

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		Reduction/(Increase)	
		Gross $	Net $
	year period. It is recommended that the Department's Administrative staff develop the requirements and conditions of such a reserve and report to the Budget Sub-Committee Member by July 1, 1988.		
3.2.16	Printing Services - External - Operations	36.2	36.2
	1988 E $50.0; 1987 E $50.0; 1987 PA $50.0		
	Based on past history, and a review of requirements, it is recommended that $36.2 thousand be reduced.		
3.2.17	Equipment Purchases - Office - Traffic Engineering	10.0	10.0
	1988 E $73.0; 1987 E $69.6; 1987 PA $69.6		
	The Estimate includes $10.0 thousand for a new microfilm reader/printer. Review indicates that the existing equipment performs satisfactorily. Accordingly, it is recommended that $10.0 thousand be reduced.		
3.2.18	Computer Systems - Traffic Engineering	42.5	42.5
	1988 E $284.0; 1987 E $259.0; 1987 E $259.0		
	This account allocates $104.0 thousand for a hardware maintenance agreement with Concurrent Computer Corporation (formerly Perkin-Elmer Data Systems of Canada Ltd.) for the computer system to control Metropolitan Traffic Signals. Council on February 2, 1988, authorized a maximum payment of $99.5 thousand for 1988. A reduction of $4.5 thousand is recommended.		

	Reduction/(Increase)	
	Gross $	Net $

The account also includes $20.0 thousand for security systems and systems failure monitoring equipment, $10.0 thousand for speed/delay equipment, $4.0 thousand for 2 workstations and $4.0 thousand for various other equipment. These funds, which are destined for the Traffic Computer Centre are also included within the Branch's Equipment Purchases Feature Group. It is recommended, therefore, that $38.0 thousand be reduced.

The total reduction recommended to the Computer Systems account is $42.5 thousand.

	Gross $	Net $
3.2.19 Pedestrian Crossover Standardization - Traffic Engineering	105.0	105.0

1988 E $570.8; 1987 E $326.5; 1987 PA $321.0

The Estimate includes $315.0 thousand for the first of a 5 year phased program to install an activated pedestrian crossover system at 200 locations. The total estimated cost of the program is $2,085.1 thousand in 1988 dollars. Thirty installations are contemplated in 1988.

The program may receive approval by means of an Order in Council in April of this year. Indications from the Province are that a 3 to 5 year grace period for the changeover will be granted this municipality.

In the event that the program is approved in April it would be prudent to proceed with the changeover at an accelerated rate. However, there is no Provincial commitment at this time. Accordingly, it is recommended that $105.0 thousand be deleted in 1988 leaving $210.0

thousand to proceed with 20 installations over the latter part of the year, pending approval. It is recommended also that an additional $315.0 thousand be provided in the Contingency to permit 30 more installations if an accelerated program is feasible in the remainder of 1988.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.20 Traffic Signal Maintenance - Traffic Engineering	204.4	204.4

1988 E $3,613.3; 1987 E $3,375.7; 1987 PA $3,315.7

As in prior years, the largest component of the Traffic Signal Maintenance activity is emergency signal maintenance. Staff indicate that this is variable and dependent on circumstances arising during the year. Given past history, it is recommended that the Estimate be reduced by $204.4 thousand. This leaves $3,408.9 thousand or 10.0% more than the actual expenditure in 1987.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.21 Contracted Services - Road Bridge and Traffic - Traffic Engineering	250.0	250.0

1988 E $10,710.9; 1987 E $9,989.0; 1987 PA $9,920.0

Based on current year-end data and staff re-assessment, it is recommended that $250.0 thousand be reduced from the 1988 Estimate. The reduction is specific to the requirements for Railway Crossing Maintenance, Electronic Maintenance, and Channelization of Transverse Pavement Markings.

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		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.22	Janitorial Services - Traffic Engineering 1988 E $13.1; 1987 E $12.5; 1987 PA $12.5 This Estimate provides for janitorial services at the Computer Centre. A review of actual requirements indicates that $5.4 thousand may be reduced.	5.4	5.4
3.2.23	Printing Services - External - Traffic Engineering 1988 E $12.5; 1987 E $12.5; 1987 PA $12.5 Based on a re-assessment of requirements, it is recommended that funds for external printing services be reduced by $5.0 thousand.	5.0	5.0
3.2.24	Revenue The Department's 1988 budget includes $1,000.0 thousand in Revenue from the lease of properties within transportation corridors. In accordance with the guidelines established by the Treasurer, it is recommended that this amount be deleted from the Department's Current Estimates and allocated in the Capital Accounts.	0.0	(1,000.0)
	Total Reduction	2,261.9	1,217.2

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4. Other Comments and Recommendations

4.1 Establishment Increase

The Department requested a net addition of 7 positions to the permanent establishment (8 new positions added; 1 existing permanent position deleted). As well, 4 positions were proposed for reclassification.

Following detailed analysis, the entire request is recommended for approval. The 8 new positions include:

1 Safety Supervisor
1 Computer Programmer
1 Applications Technologist
1 Engineer's Assistant
1 Patrolman
1 Systems Analyst
1 Assistant Programming Supervisor
1 Engineer

During the Budget Review meeting the Department requested that an existing temporary computer programmer position be converted to the permanent establishment. The objective was to provide more technical expertise in the Administration area. The request is not supported. The computer programming expertise that is recommended above is not specific to any one Branch but is intended for Departmental purposes as necessary.

4.2 Vacancy Filling

The Department had 57 vacancies in the permanent establishment as of December 31, 1987. Thirteen positions have been vacant since 1986; the oldest being since March 17. The Department has not forwarded a requisition to the Personnel Department for 3 positions. Of the 10 positions requisitioned, job calls have been issued by Personnel for 4 only. In total, only 16 of 57 vacancies in the Roads and Traffic Department's permanent establishment were subject of a job call at the end of 1987.

Operationally, this has resulted in the greater use of temporary staff which are easier and quicker to secure, to carry out the work that needs to be done. Temporary salary requirements have continued to increase. Staff point to a substantial offsetting surplus in permanent salary accounts as a consequence of this approach.

It is appreciated that some or all of the vacancies are subject of some form of internal review prior to being filled. Nevertheless, given the circumstances and budgetary implications, the onus is clearly on both Personnel and the Roads and Traffic Department to reduce vacancies, particularly the ongoing ones, and to maintain a substantially lower level. Only then will it be possible to monitor and control more efficiently, all staffing requirements.

It is recommended that during 1988 an Establishment Review of the Roads and Traffic Department be undertaken by the Personnel and Roads and Traffic Departments, and that an interim report be submitted to the Budget Sub-Committee Member by July 1, 1988, which: details the steps taken to resolve the problem; indicates the successes to date; and, which establishes a clear plan for the future to ensure a lower and more reasonable vacancy level. It is recommended also, that any position vacant since 1986 and not filled by July 1, 1988, be deleted from the Roads and Traffic Department permanent establishment, pending satisfactory justification for the position's retention.

4.3 Management Services Department Charges - Permit Section

Within the Planning and Design Division's Estimates, $184.0 thousand is for Management Services Department - Administrative Systems Charges specific to the Permit Section. Other MSD charges totalling $213.1 thousand relate to technical services, central mapping, and printing and graphics service charges.

With respect to Administrative Systems Charges, $132.0 thousand is for Development costs for the Utility Cut report and Building Access Permit issuance systems. The remainder, $30.0 thousand and $22.0 thousand is for Maintenance and Enhancements respectively. Both Development and Enhancement system activities are discretionary.

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In reviewing the account, staff have determined that a change to the development plan for the entire Permit Section is appropriate. The 1988 funding requirements are expected to be fully utilized. It is recommended that a detailed review and justification of the Permit Section Sysetm Development Plan be included in the 1989 Estimates of the Department. Further, it is recommended that staff submit an interim report to the Budget Sub-Committee Member by July 1, 1988, which details the progress to date of the review and discusses the future of the system being developed.

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: ROADS AND TRAFFIC DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	58,997.6	+7.2
3.2.1	R02,R03,R04 R05,R06,R1	Recommendations of the Transportation Cttee.	313.0		313.0	[redacted]	[redacted]
3.2.2	R09	Gapping	146.1		146.1	[redacted]	[redacted]
3.2.3	R07	Overtime	142.8		142.8	[redacted]	[redacted]
3.2.4	-	Equipment Requirements (Administration)	5.9		5.9	[redacted]	[redacted]
3.2.5	-	M.S.D. Charges (Administration)	65.0		65.0	[redacted]	[redacted]
3.2.6	-	Printing Costs (Administration)	5.0		5.0	[redacted]	[redacted]
3.2.7	-	Postage (Administration)	4.0		4.0	[redacted]	[redacted]
3.2.8	-	Catastrophe Mapping (Planning & Design)		44.7	(44.7)	[redacted]	[redacted]
3.2.9	R23	Computer Upgrade (Planning &Design)	30.0		30.0	[redacted]	[redacted]
3.2.10	-	Contracted Services (Planning & Design)	9.4		9.4	[redacted]	[redacted]
3.2.11	-	Materials & Supplies (Operations)	62.9		62.9	[redacted]	[redacted]
3.2.12	R27	Radios & Other Equip. (Operations)	79.9		79.9	[redacted]	[redacted]
3.2.13	-	Contracted Services (Operations)	39.4		39.4	[redacted]	[redacted]
3.2.14	R10	Tree Planting (Operations)	100.0		100.0	[redacted]	[redacted]
3.2.15	R08	Winter Maintenance (Operations)	600.0		600.0	[redacted]	[redacted]
3.2.16	-	Printing (Operations)	36.2		36.2	[redacted]	[redacted]
3.2.17	R17	Equipment (Traffic Engineering)	10.0		10.0	[redacted]	[redacted]
3.2.18	-	Computer Systems (Traffic Engineering)	42.5		42.5	[redacted]	[redacted]
3.2.19	R01	Pedestrian Crossover Standarization	105.0		105.0	[redacted]	[redacted]
		(Traffic Engineering)				[redacted]	[redacted]
Total							

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: ROADS AND TRAFFIC DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER O'BRIEN

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
3.2.20	-	Traffic Signal Maint. (Traffic Engineering)	204.4		204.4	[redacted]	[redacted]
3.2.21	-	Contracted Services Traffic Engineering	250.0		250.0	[redacted]	[redacted]
3.2.22	-	Janitorial Services (Traffic Engineering)	5.4		5.4	[redacted]	[redacted]
3.2.23	-	Printing (Traffic Engineering)	5.0		5.0	[redacted]	[redacted]
3.2.24	-	Revenue		1,000.0	(1,000.0)	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			2,261.9	1,044.7	1,217.2	56,735.7	+3.0

(b) Communication (January 6, 1988) from the Metropolitan Toronto Clerk submitting the following recommendations of the Budget Sub-Committee of the Transportation Committee:

(A) that the following changes be made to the 1988 Current Estimates of the Department of Roads and Traffic:

(1) Program Priority Reductions - Phase I:

(i) Move the following item to the Contingency Account, pending further information in 1988 on the possible move of the Department of Roads and Traffic:

No. R02 - Relocation Expenses	$ 50,000.00

(ii) Delete the following items:

No. R03 - Boundary Signs	$ 50,000.00
No. R04 - Increase Gapping	100,000.00
No. R05 - Grass Cutting	35,000.00
No. R06 - 1 New Signal (21 to 20)	45,000.00

(iii) Move the following item from Program Priority Reductions - Phase I to the first item under Program Priority Reductions - Phase II:

No. R01 - Pedestrian Crossover Standardization	$200,000.00

(2) Program Priority Reductions - Phase II:

Delete the following item:

No. R11 - Legal Fees	$ 48,000.00;

(B) that the Transportation Committee recommend to Council that, in future, following the decision by the Budget Sub-Committee of the Metropolitan Executive Committee of the guidelines by which the Current Estimates of the Departments of the Metropolitan Corporation can be increased, the Standing Committees be granted authority to allocate the specific program items in order to conform to these guidelines; and

(C) that a line-by-line discussion of the 1988 Current Estimates not be held, but that Members of the Transportation Committee indicate their specific areas of concern in the Current Estimates.

Communication (January 14, 1988) from the Deputy Commissioner of Roads and Traffic advising that, as a result of the changes in the 1988 Roads and Traffic Department Current Budget recommended by a Sub-Committee of the Transportation Committee, there will be a $328,000.00 reduction to the Gross and Net Expenditure resulting in a 6.6 per cent. increase over the 1987 Gross Estimate and 0.4 per cent. over the 1987 Net Estimate; submitting a schedule that details such changes; further advising that, as a result of concerns being repeatedly voiced by North American road authorities about the safety of aging bridge infrastructure, the Roads and Traffic Department has reviewed its bridge inspection procedures and compared them with those of other jurisdictions, such review being completed after submission of the 1988 Current Estimates to the Treasury Department; that the review concluded a permanent bridge inspection team should be established in order to accommodate regular and systematic engineering inspections; that to accomplish this, one Bridge Inspection Engineer position has to be added to the Roads and Traffic Department Establishment; that the impact on the 1988 Budget would be an increase of $15,000.00 in view of the expected hiring date later in the year; and that this addition would amend the total of the Sub-Committee's reduction to $313,000.00.

The Transportation Committee reports having:

(1) approved the aforementioned recommendations of its Budget Sub-Committee, subject to including in the 1988 Current Estimates of the Department of Roads and Traffic the amount of $15,000.00 for one Bridge Inspection Engineer, thus amending the Sub-Committee reduction from $328,000.00 to $313,000.00;

(2) directed that the 1988 Current Estimates of the Department of Roads and Traffic, as amended, be forwarded to the Commissioner of Finance for submission to the Budget Sub-Committee of the Metropolitan Executive Committee; and

(3) directed that the Budget Sub-Committee of the Metropolitan Executive Committee be requested to submit the following recommendation of the Transportation Committee to Council for consideration with the 1988 Current Estimates:

> "That, in future, following the decision by the Budget Sub-Committee of the Metropolitan Executive Committee of the guidelines by which the Current Estimates of the Departments of the Metropolitan Corporation can be increased, the Standing Committees be granted authority to allocate the specific program items in order to conform to these guidelines."

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1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
Refuse Disposal			
ADMINISTRATION	676.8	491.0	462.7
INCINERATION	4,207.1	3,860.0	3,715.8
MECHANICAL AND ELECTRICAL MAINTENANCE	1,305.8	1,299.2	1,064.9
LANDFILL AREAS	11,951.1	9,588.5	10,181.2
CONSTRUCTION AND GROUNDS MAINTENANCE	1,453.4	1,327.7	1,367.3
TRANSFER STATIONS	15,265.2	14,043.6	14,728.5
PROVISION FOR EQUIPMENT REPLACEMENT RESERVE	3,409.3	2,825.2	2,825.2
RECYCLING	560.3	339.7	352.5
Total - Refuse Disposal	38,829.0	33,774.9	34,698.1
Water Pollution Control			
ADMINISTRATION	1,087.8	930.4	933.7
SEWAGE TREATMENT	56,503.3	52,060.8	51,642.0
SEWAGE PUMPING STATIONS	1,209.5	1,104.5	1,054.7
SEWAGE SYSTEMS	4,144.6	3,566.2	3,776.8
MOE - SOUTH PEEL SYSTEM	2,790.0	3,023.3	2,431.3
Total-Water Pollution Control	65,735.2	60,685.2	59,838.5
Administration			
ADMINISTRATION	2,474.7	2,315.7	2,200.9
MOTOR VEHICLES AND TRANSPORT	546.1	509.1	538.7
Total - Administration	3,020.8	2,824.8	2,739.6
Engineering			
ADMINISTRATION	815.8	937.7	843.0
PROJECT GROUP	2,846.4	2,630.1	2,684.2
MOTOR VEHICLES AND TRANSPORT	30.3	32.3	19.5
Total - Engineering	3,692.5	3,600.1	3,546.7
Planning Control and Development			
ADMINISTRATION	1,186.8	922.8	896.3
Gross Expenditure excluding Capital Financing	112,464.3	101,807.8	101,719.2

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
(continued)			
Less Reimbursement Credits:			
Refuse Disposal			
Disposal Fees			
- Incineration	591.7	735.0	537.8
- Landfill	25,370.1	23,139.7	24,076.0
- Transfer Stations	13,600.1	9,825.3	12,681.2
Sundry Revenue	300.0	300.0	696.3
Total - Refuse Disposal	39,861.9	34,000.0	37,991.3
Water Pollution Control			
Sewage Treatment Agreements	1,570.0	1,446.0	1,424.8
Industrial Waste Agreements	4,031.5	3,135.6	3,316.2
Surcharge re Water Sales	93,075.0	79,572.0	82,425.6
Surcharge on Private Water Systems	482.0	460.0	452.8
Sundry Revenue	261.5	650.0	206.3
Total - Water Pollution Control	99,420.0	85,263.6	87,825.7
Support Divisions			
Administrative Charges to Water Supply			
- Administration	1,057.2	990.5	955.2
- Engineering	1,801.2	1,751.8	1,700.6
- Planning Control and Development	359.9	282.6	295.1
Sub-Total	3,218.3	3,024.9	2,950.9
Sundry Revenue			
- Administration	0.0	0.0	6.5
- Engineering	90.0	90.0	130.3
- Planning Control and Development	107.4	85.0	69.9
Total - Support Divisions	3,415.7	3,199.9	3,157.6
Total Reimbursement Credits	142,697.6	122,463.5	128,974.6
Net Revenue excluding Capital Financing	(30,233.3)	(20,655.7)	(27,255.4)

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
(continued)			
Capital Financing:			
DEBT CHARGES			
- REFUSE DISPOSAL	10,985.7	10,450.7	10,307.4
- WATER POLLUTION CONTROL	26,104.7	27,114.1	26,536.8
CAPITAL FROM CURRENT			
- REFUSE DISPOSAL	5,878.5	4,605.2	6,376.4
- WATER POLLUTION CONTROL	12,489.2	10,887.3	9,164.1
Total Capital Financing	55,458.1	53,057.3	52,384.7
Net Expenditure including Capital Financing	25,224.8	32,401.6	25,129.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

REVIEWED BY: MAYOR TONKS

(in $000's)

1. 1988 Estimate Comparison

		1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	 %
1.1	Gross Expenditure				
	Budget Request	114,051.6	101,807.8	+12,243.8	+12.0
	Recommended Reduction	1,587.3			
	Recommended Funding	112,464.3	101,807.8	+10,656.5	+10.5
1.2	Net Expenditure/(Revenue)				
	Budget Request	(27,519.6)	(20,655.7)	+(6,863.9)	+33.2
	Recommended Increase	(2,713.7)			
	Recommended Revenue	(30,233.3)	(20,655.7)	+(9,577.6)	+46.4
1.3	Capital Financing	53,973.0	53,057.3	+915.7	+1.7
1.4	Net Expenditure including Capital Financing	23,739.7	32,401.6	-8,661.9	-26.7

1.5 Establishment

	Recommended 1988 *	1988 Revised Request	Approved 1987
January 1 Approved Establishment	1,271	1,271	1,225
Net Additions/(Deletions) Requested	79	80	46
Total Establishment	1,350	1,351	1,271

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

2. Overview

Excluding the cost of capital financing, the recommended 1988 gross expenditure of $112,464.3 thousand is $10,656.5 thousand or 10.5% higher than the 1987 Estimate. Higher operating costs result from increases in establishment, chemicals, new and replacement equipment, haulage, maintenance and inspection requirements and increased or improved space and facilities. Recommended net revenue is up $9,577.6 thousand or 46.4%, primarily due to increased tonnages at transfer station facilities and sewer surcharge on water sales.

3. Recommendations

3.1 It is recommended that:

3.1.1 The Works and Personnel Departments identify a management team whose responsibility will be to fill all Works Department vacancies as soon as possible (see Section 4.1)

3.1.2 The Works Department report to the Works Committee on the need to establish a Water Pollution Control Equipment Replacement Reserve prior to the 1989 budget submission (see Section 4.2).

3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Refuse Disposal Division		
3.2.1 Salaries and Benefits - Establishment Changes	(5.0)	(5.0)

1988 E $17,512.0; 1987 E $15,105.2; 1987 PA $15,518.7

In the 1988 Estimate, the Refuse Disposal Division is requesting an increase of 46 and a decrease of 7 staff for a net change of 39 staff. However, subsequent to submission of the 1988 Estimate, staffing requirements were further

	Reduction/(Increase) Gross $	 Net $

reviewed and the Division has requested that 44 staff be added and 4 deleted for a net increase of 40 staff and an increase of $5.0 thousand to the requested estimate.

The large increase in staff levels is due to the increases in tonnage processed through Transfer Station and Landfill operations; the addition of a second weighscale at Keele Valley; and increased recycling operations in 1988.

It is recommended that the requested changes in establishment be approved and that the 1988 Estimate for salaries and benefits be increased by $5.0 thousand.

	Gross $	Net $
3.2.2 Salaries and Benefits - Overtime	10.0	10.0

1988 E $130.0; 1987 E $124.4; 1987 PA $117.8

The Division has requested an increase to overtime costs. Considering the number of staff being added, it is recommended that overtime costs be managed to the same levels projected for 1987.

It is recommended that overtime estimates be reduced by $10.0 thousand.

	Gross $	Net $
3.2.3 Salaries and Benefits - Gapping	239.2	239.2

The gapping applied in the 1988 Estimate should have been based on total payroll.

It is recommended that the gapping amount be increased by $239.2 thousand.

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BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Date: March 9, 1988

		Reduction/(Increase)	
		Gross $	Net $
3.2.4	Services - Audit	2.0	2.0

1988 E $2.0; 1987 E $0.0; 1987 PA $2.0

The 1988 Estimate includes an audit of the weighscales. This audit was completed in 1987 and no further audit is requested at this time.

It is recommended this budget be reduced by $2.0 thousand.

Equipment

1988 E $1,630.0; 1987 E $1,166.2; 1987 PA $1,157.6

		Gross $	Net $
3.2.5	Equipment - Cars and Trucks	33.0	33.0

1988 E $269.6

The 1988 Estimate includes $269.6 thousand for cars and trucks. The Division has agreed that the figure should be reduced to $236.6 thousand.

It is recommended this budget be reduced by $33.0 thousand.

	Reduction/(Increase)	
	Gross $	Net $
3.2.6 Equipment - Computer	10.3	10.3

1988 E $16.2

The 1988 Estimate provides for the purchase of one micro-computer system. It is recommended this system be leased at a cost of $1.9 thousand as part of the equipment pool established by Council. Related furniture and software supplies amount to $4.0 thousand.

It is recommended this budget be reduced by $10.3 thousand.

	Gross $	Net $
3.2.7 Reimbursement Credits		1,154.9

1988 E $38,707.0; 1987 E $34,000.0; 1987 PA $37,601.8

On February 2, 1988, Council approved an increase in tipping fees to private haulers at Metro operated Incinerator/Transfer Stations and Landfill Sites from $31.58 per tonne and $18.07 per tonne to $64.94 and $50.00 respectively, effective May 1, 1988. The amount credited to the replacement capacity reserve has been increased from $2.35 per tonne to $33.00 per tonne. The amounts reflected in Reimbursement Credits will increase from $29.23 and $15.72 per tonne to $31.94 and $17.00 per tonne, respectively.

It is recommended the 1988 Reimbursement Credits be increased to $39,861.9 thousand, representing additional revenue from increased rates.

	Gross $	Net $
Total Refuse Disposal Division Reduction/(Increase)	289.5	1,444.4

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase)	
	Gross $	Net $
Water Pollution Control Division		
3.2.8 Salaries and Benefits - Establishment Changes	105.0	105.0

1988 E $33,538.2; 1987 E $29,775.5; 1987 PA $29,533.0

The Division requested an increase of 57 positions and a decrease of 23 in the 1988 Estimate. Subsequent to the budget submission, the Water Pollution Control Division revised the number of additions to 52 and deletions to 15 for a net increase of 37 positions.

The major reason for the requested positions is a series of recommendations by the Ministry of the Environment to improve operations, hygiene and safety practices at the plants. Improved and automated digestion processes at the Main and Humber plants require additions to operating staff. Additional management positions provide closer supervision of staff, operations and shifts and thereby promote lower absenteeism, and more efficient work procedures. Additional specialty maintenance and technical staff are required to maintain new equipment and to handle the increased volume in specialized work, e.g., high pressure welding and instrumentation.

The requested Hygienist is not recommended as part of the Works Establishment at this time, however, it is recommended these responsibilities be provided for three hours each day by the function already established in the Personnel Department.

It is recommended the 1988 Estimate allow for 36 net additions to staff. As the Department's initial estimates were high, the net effect of approving this recommendation is a reduction to the estimate of $105.0 thousand.

	Reduction/(Increase)	
	Gross $	Net $
3.2.9 Salaries and Benefits - Overtime	156.7	156.7

1988 E $1,514.2; 1987 E $1,347.3; 1987 PA $1,520.0

The Division has requested a 12.4% increase in overtime costs. Considering the number of staff additions recommended, it is recommended that overtime costs be managed to the 1987 approved estimate.

It is recommended that overtime estimates be reduced by $156.7 thousand.

3.2.10 Salaries and Benefits - Gapping	178.5	178.5

The 1988 Estimate should have been based on total payroll.

It is recommended the estimated gapping be increased by $178.5 thousand.

Equipment

1988 E $1,113.0; 1987 E $971.1; 1987 PA $1,049.7

3.2.11 Equipment - Cellular Telephone	3.5	3.5

1988 E $3.5

It is recommended to delete the request for a portable cellular telephone as adequate contact is available through the use of a pager or radio which is presently available in the Department.

It is recommended the budget be reduced by $3.5 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.12	Equipment - Computer	43.6	43.6

1988 E $75.0

The 1988 Estimate provides for the purchase of 5 micro-computer systems. It is recommended these systems be leased at a cost of $11.4 thousand as part of the equipment pool established by Council. Related furniture and software supplies amount to $20.0 thousand.

It is recommended this budget be reduced by $43.6 thousand.

		Gross $	Net $
3.2.13	Materials - Natural Gas	730.0	730.0

1988 E $5,947.6; 1987 E $5,596.1; 1987 PA $5,320.0

Subsequent to submission of the 1988 Estimate, a new supplier of natural gas was approved by Council reducing the cost of gas provided to the two gas using plants in the Water Pollution Control Division for the period January 1 to October 31, 1988.

It is recommended this estimate be reduced by $730.0 thousand.

	Gross $	Net $
Total Water Pollution Control Division Reduction/(Increase)	1,217.3	1,217.3

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

	Reduction/(Increase)	
	Gross $	Net $
Engineering Division		
Equipment		
1988 E $106.1; 1987 E $186.7; 1987 PA $178.9		
3.2.14 Equipment - Computer	10.1	10.1

1988 E $18.7

The 1988 Estimate provides for a micro based CADD/Mapping System. It is recommended this system be leased at a cost of $4.6 thousand as part of the equipment pool established by Council. Related furniture and software supplies amount to an additional $4.0 thousand.

	Gross $	Net $
3.2.15 Reimbursement Credits		(5.1)

1988 E $(1,896.3); 1987 E $(1,767.4); 1987 PA $(1,850.6)

Fifty percent of the Engineering Division's gross expenditures (excluding inspection costs) are charged to the Water Supply Division for work done on their behalf. As a result of the adjustment recommended for computer equipment, it is recommended the cost recovery be reduced by $5.1 thousand.

	Gross $	Net $
Total Engineering Division Reduction/(Increase)	10.1	5.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Date: March 9, 1988

Reduction/(Increase)
Gross $ Net $

Planning Control and Development Division

3.2.16 Salaries and Benefits - Establishment 38.6 38.6

1988 E $1,004.8; 1987 E $712.9; 1987 PA $768.4

The Division has reviewed its 1988 Establishment request and delayed the expected date of employment of two positions thereby allowing a $38.6 thousand reduction in the cost of salaries and benefits.

It is recommended the 1988 Estimate for salaries and benefits be reduced by $38.6 thousand.

3.2.17 Equipment

1988 E $78.2; 1987 E $36.3; 1987 PA $37.5

Equipment - Computer 31.5 31.5

1988 E $41.6

The 1988 Estimate provides for modifications and upgrades to current equipment. It is recommended the requested equipment be leased at a cost of $10.1 thousand as part of the office automation equipment pool established by Council.

It is recommended this budget be reduced by $31.5 thousand.

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	Reduction/(Increase)	
	Gross $	Net $
3.2.18 Services - Insurance	0.3	0.3

1988 E $0.3; 1987 E $0.3; 1987 PA $0.0

This estimate includes $0.3 thousand for insurance coverage. As these costs are already included in the Works Administration estimate, it is recommended this estimate be deleted.

	Gross	Net
3.2.19 Reimbursement Credits	-	(23.4)

1988 E $383.3; 1987 E $267.3; 1987 PA $275.4

One-third of the Planning Control and Development Division's gross expenditures (excluding costs for Ministry of Environment's Certification program staff) are charged to the Water Supply Division. As a result of the recommended adjustments to the requested estimates, the cost recovery will be reduced by $23.4 thousand.

	Gross	Net
Total Planning Control and Development Division Reduction/(Increase)	70.4	47.0
Total Environmental Services Reduction/(Increase)	1,587.3	2,713.7

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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4. Other Items

4.1 With the recommended 79 additions to the 1988 Establishment, Works Department vacancies will total 228 or 17% of the total permanent establishment. Without a dedicated effort toward the necessary staffing processes, it will be 1989 before positions are filled. The requested dollars will have been spent, however, in premium pay overtime, or through the employment of temporaries who may be less skilled, motivated or dedicated to the job. It is critical to maintain a full complement in order to: manage reasonable overtime levels; keep down the number of alternate rates; reduce absenteeism; reduce work related accidents; improve employee morale; and provide a base of knowledgeable employees in anticipation of the attrition due to retirements over the next 5 years.

4.2 Equipment in the treatment plants is aging and we will soon face high replacement costs. It will be useful to consider whether the establishment of a reserve is appropriate to manage and control equipment replacement.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14
	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

BUDGET SUB-COMMITTEE MEMBER: MAYOR TONKS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	114,051.6	+12.0
		REFUSE DISPOSAL DIVISION				[redacted]	[redacted]
3.2.1		Salaries & Benefits-Establishment	(5.0)		(5.0)	[redacted]	[redacted]
3.2.2		Salaries & Benefits-Overtime	10.0		10.0	[redacted]	[redacted]
3.2.3		Salaries & Benefits-Gapping	239.2		239.2	[redacted]	[redacted]
3.2.4		Services - Audit	2.0		2.0	[redacted]	[redacted]
3.2.5		Equipment - Cars & Trucks	33.0		33.0	[redacted]	[redacted]
3.2.6		Equipment-Computers	10.3		10.3	[redacted]	[redacted]
3.2.7		Reimbursement Credits Tipping Fees		(1,154.9)	1,154.9	[redacted]	[redacted]
		WATER POLLUTION CONTROL DIVISION				[redacted]	[redacted]
3.2.8		Salaries & Benefits -Establishment	105.0		105.0	[redacted]	[redacted]
3.2.9		Salaries & Benefits -Overtime	156.7		156.7	[redacted]	[redacted]
3.2.10		Salaries & Benefits - Gapping	178.5		178.5	[redacted]	[redacted]
3.2.11		Equipment Cellular Telephone	3.5		3.5	[redacted]	[redacted]
3.2.12		Equipment-Computer	43.6		43.6	[redacted]	[redacted]
3.2.13	R03	Materials-Natural Gas	730.0		730.0	[redacted]	[redacted]
		ENGINEERING DIVISION				[redacted]	[redacted]
3.2.14		Equipment-Computer	10.1		10.1	[redacted]	[redacted]
3.2.15		Reimbursement-Credits		5.1	(5.1)	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - ENVIRONMENTAL SERVICES

BUDGET SUB-COMMITTEE MEMBER: MAYOR TONKS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
		PLANNING CONTROL AND DEVELOPMENT DIVISION				[redacted]	[redacted]
3.2.16		Salaries & Benefits - Establishment	38.6		38.6	[redacted]	[redacted]
3.2.17		Equipment - Computer	31.5		31.5	[redacted]	[redacted]
3.2.18		Services - Insurance	0.3		0.3	[redacted]	[redacted]
3.2.19		Reimbursement Credits		23.4	(23.4)	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			1,587.3	(1,126.4)	2,713.7	112,464.3	+10.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - WATER SUPPLY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	779.1	739.5	681.0
WATER PURIFICATION	14,079.8	12,647.8	13,481.1
WATER PUMPING	16,938.1	16,261.4	16,901.9
WATER SYSTEMS AND SERVICES	4,538.1	4,572.6	4,235.9
SUPPORT DIVISIONS - ADMINISTRATIVE CHARGES	3,218.3	3,024.9	2,950.9
PAYMENTS IN LIEU OF TAXES	12,737.0	11,448.4	11,442.9
GENERAL ADMINISTRATION CHARGES	625.7	598.8	598.8
PROVISION TO RESERVE - CAPITAL FINANCING	0.0	0.0	3,000.0
IMPROVEMENTS TO METRO PENSION PLAN	155.1	204.0	204.0
Gross Expenditure excluding Capital Financing	53,071.2	49,497.4	53,496.5
Less Reimbursement Credits:			
Rental of Properties	210.0	197.6	99.3
Proceeds from Disposal of Surplus Property	3,596.6	3,596.6	142.6
Sundry Revenue	200.0	200.0	685.9
Sale of Water to Area Municipalities	70,310.8	70,870.8	74,304.0
Interest Earnings	1,910.0	800.0	2,314.4
Total Reimbursement Credits	76,227.4	75,665.0	77,546.2
Net Revenue excluding Capital Financing	(23,156.2)	(26,167.6)	(24,049.7)
Capital Financing:			
DEBT CHARGES	15,695.0	18,594.6	17,821.9
CAPITAL FROM CURRENT	3,000.0	3,000.0	0.0
Total Capital Financing	18,695.0	21,594.6	17,821.9
Net Revenue including Capital Financing	(4,461.2)	(4,573.0)	(6,227.8)

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - WATER SUPPLY

REVIEWED BY: MAYOR TONKS

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate*	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	53,260.7	49,497.4	+3,763.3	+7.6
	Recommended Reduction	189.5			
	Recommended Funding	53,071.2	49,497.4	+3,573.8	+7.2
1.2	Net Expenditure/(Revenue)				
	Budget Request	(22,556.7)	(26,167.6)	-(3,610.9)	-13.8
	Recommended Increase	(599.5)			
	Recommended Revenue	(23,156.2)	(26,167.6)	-(3,011.4)	-11.5
1.3	Capital Financing	19,561.7	21,594.6	-2,032.9	-9.4
1.4	Net Expenditure/(Revenue) Including Capital Financing	(3,594.5)	(4,573.0)	-(978.5)	-21.4

1.5 Establishment

	Recommended 1988 *	Requested 1988	Approved 1987
January 1 Approved Establishment	389	389	388
Net Additions/(Deletions) Requested	4	4	1
Total Establishment	393	393	389

* While funding is included in the budget for the recommended changes in establishment, this increase is subject to approval by Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

2. Overview

The Water Supply Division is a self-sustaining operation responsible for the treatment, pumping, transmission, storage and supply of potable water to the area municipalities and the Ministry of the Environment (Region of York). Its funding requirements are financed by the sale of water to municipalities and do not affect the general levy. The estimated 1988 proceeds from the sale of water have been calculated on the basis of a reduction in the rate* effective January 1, 1988, and an increase of 1.2% in water consumption over the 1987 projected actual for Metro and a 20% increase for the Region of York.

Excluding the cost of capital financing, the recommended 1988 gross expenditure of $53,071.2 thousand is $3,573.8 thousand or 7.2% over the 1987 estimate. Higher payments in lieu of taxes, combined with increases in payroll costs, energy and chemical costs are the main reasons for the 1988 increase.

The excess of revenue over expenditures including capital financing is recommended at $3,594.5 thousand in 1988 as compared to a 1987 estimate of $4,573.0 thousand. Although Water consumption is expected to increase, lower water rates will cause a reduction in Surplus over 1987.

* Metro water rates were set at 13.3¢/M^3 by Metro Council on October 16, 1987 for the year 1988. This is a reduction of .58¢/M^3 over the 1987 rate. The rate for the Region of York was set at 17.21¢/M^3 effective January 1, 1988, down from 17.6¢/M^3 in 1987.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

3. Details of Reductions/(Increases) Recommended

		Reduction/(Increase)	
		Gross $	Net $
3.1	Equipment Purchases - Workboat	92.0	92.0

1988 E $777.7; 1987 E $760.4; 1987 PA $640.1

The 1988 request includes the purchase of a replacement steel workboat which the Division subsequently reviewed and deleted as arrangements were made to utilize the Parks and Property ferry operation to carry employees to the Island Filtration Plant.

It is recommended this budget be reduced by $92.0 thousand.

3.2	Improvements to the Metro Pension Fund	48.9	48.9

1988 E $204.0; 1987 E $204.0; 1987 PA $204.0

Subsequent to the preparation of the 1988 Estimate, the Treasury Department received an actuarial report reducing the 1988 required levels of funding to the Metro Pension Plan. Accordingly, the portion assigned to Water Supply is reduced to $155.1 thousand.

It is recommended that the 1988 Estimate for improvements to the Pension Fund be reduced by $48.9 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.3 Computer Equipment	20.1	20.1

1988 E $35.4; 1987 E $36.3; 1987 PA $33.6

Computers are requested for automation of the labs. It is recommended this equipment be leased at a cost of $5.3 thousand as part of the office automation equipment pool established by Council. Furniture and software supplies amount to $10.0 thousand.

It is recommended that this estimate be reduced by $20.1 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.4 Administration Charges - Support Divisions	28.5	28.5

1988 E $3,246.8; 1987 E $3,024.9; 1987 PA $2,986.6

As a result of the recommended adjustments to the Engineering and Planning Control and Development support divisions of the Works Department, the estimated charges to the Water Supply Division should be reduced by $28.5 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.5 Interest Income		410.0

1988 E $1,500.0; 1987 E $800.0; 1987 PA $2,200.0

Subsequent to submission of the estimate, the Division considered advice from the Treasury Department and now estimate interest income at $1,910.0 thousand.

It is recommended that the estimate for interest income be increased by $410.0 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Total Reduction	189.5	599.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: WORKS DEPARTMENT - WATER SUPPLY

BUDGET SUB-COMMITTEE MEMBER: MAYOR TONKS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% + - 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	53,260.7	+7.6
3.1	R07	Equipment Purchases Workboat	92.0		92.0	■	■
3.2		Improvements to Metro Pension Fund	48.9		48.9	■	■
3.3		Computer Equipment	20.1		20.1	■	■
3.4		Administration Charges -Support Divisions	28.5		28.5	■	■
3.5		Interest Income		(410.0)	410.0	■	■
						■	■
		i				■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			189.5	(410.0)	599.5	53,071.2	+7.2

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: AMBULANCE SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
GENERAL ADMINISTRATION	1,540.0	1,442.3	1,427.2
TRAINING DIVISION	627.5	549.6	527.1
COMMUNICATIONS DIVISION	6,393.2	5,661.5	5,251.9
AMBULANCE DIVISION	38,967.7	36,525.8	36,356.1
METRO SAVE-A-LIFE PROGRAM	580.9	538.7	499.3
ADVANCED LIFE SUPPORT PROGRAM	2,761.4	2,427.9	1,986.3
Gross Expenditure excluding Capital Financing	50,870.7	47,145.8	46,047.9
Less Reimbursement Credits:			
Interdepartmental Recoveries	0.0	0.0	10.6
Provincial Grants and Subsidies	27,802.3	25,725.0	26,170.2
Other Revenue	265.0	225.0	381.5
Total Reimbursement Credits	28,067.3	25,950.0	26,562.3
Net Expenditure excluding Capital Financing	22,803.4	21,195.8	19,485.6
Capital Financing:			
DEBT CHARGES	593.4	853.9	791.1
CAPITAL FROM CURRENT	1,077.3	831.9	684.6
Total Capital Financing	1,670.7	1,685.8	1,475.7
Net Expenditure including Capital Financing	24,474.1	22,881.6	20,961.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: AMBULANCE SERVICES DEPARTMENT

REVIEWED BY: MAYOR TONKS

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	51,542.8	47,145.8	+4,397.0	+9.3
	Recommended Reduction	672.1			
	Recommended Funding	50,870.7	47,145.8	+3,724.9	+7.9
1.2	Net Expenditure				
	Budget Request	23,475.5	21,195.8	+2,279.7	+10.8
	Recommended Reduction	672.1			
	Recommended Funding	22,803.4	21,195.8	+1,607.6	+7.6
1.3	Capital Financing	1,679.8	1,685.8	-6.0	-0.4
1.4	Net Expenditure including Capital Financing	24,483.2	22,881.6	+1,601.6	+7.0

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	825	825	793
Net Additions	19*	25	32
Total Establishment	844	850	825

* While funding is included in the budget for the recommended additions to establishment, this increase is subject to approval by the Management Sub-Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

2. Overview

The Ambulance Services Department's recommended gross expenditure excluding capital financing is $50,870.7 thousand, an increase of $3,724.9 thousand or 7.9% over the 1987 Estimate. The major contributor to the increase is salary costs, particularly the annual increase. The other major funding increases are due to proposed purchases of communications equipment.

It should be noted that $270.8 thousand of the increase is directly related to services which will be provided for the Economic Summit in 1988. The increase in recommended funding excluding these Summit costs is 7.3% on a gross expenditure basis excluding capital financing and 6.3% on a net expenditure basis excluding capital financing.

3. Details of Recommended Reductions/(Increases)

	Reduction/(Increase) Gross/Net $
3.1 Salaries and Fringe Benefits	130.8

The following reductions to this account are recommended:

	Gross/Net $
Gapping	24.6
Training Equipment Technician	16.4
District Supervisor (Training)	23.0
Clerical Supervisor	14.7
Director of Human Resources	28.3
Communications Supervisor	23.8
Total	130.8

It is felt that gapping can be increased to 1.0% from the budgeted figure of 0.94% without adversely affecting the Department. Actual gapping has varied from 0.3% to 1.2% over the past five years, with an average of about 1.0%.

Reduction/(Increase)
Gross/Net
$

The remaining reductions in salaries and benefits result from the recommendations in Section 3.7.

3.2 Control Centre Telecommunications — 175.0

1988 E $700.0; 1987 E $400.0; 1987 PA $0.0

The Department proposes to replace the existing electromechanical radio and telephone communications system in the Control Centre with a fully electronic system. The existing system is 10 years old, obsolete, and suffered undetermined damage from a lightning strike in 1987. In addition, the proposed set-up would allow direct communication between ambulances and physicians at base hospitals without interrupting other communications as is now the case. Expenditures in 1988 relate to the first phase of equipment replacement that will ultimately cost in excess of $1,000.0 thousand.

It is not certain that the planned installation can be completed during 1988. Therefore, it is recommended that $175.0 thousand be transferred from this account to the Corporate Contingency Account.

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		Reduction/(Increase) Gross/Net $
3.3	Trunked Radio System Pilot Project	185.0

1988 E $185.0; 1987 E $0.0; 1987 PA $0.0

Radio Trunking is a method of making more efficient use of the limited number of available radio frequencies by allocating a given radio transmission to a frequency not otherwise being used at that time. If fully implemented, the new system would reduce the time spent waiting for a channel to become free.

The Pilot Project will be undertaken in conjunction with the Provincial Ministries of Health and Government Services on a cost shared basis over one year expected to start by the summer of 1988. Testing will take place on some paramedic vehicles and on portable radios. Given that the costing has not been finalized, it is recommended that the requested amount of $185.0 thousand be transferred to the Corporate Contingency Account.

3.4	Equipment - Ambulance Division	80.0

1988 E $1,717.0; 1987 E $1,576.9; 1987 PA $1,543.0

Included in the estimates for ambulance and related vehicles is $80.0 thousand for a modular van which the Department proposes to purchase to test for Paramedic purposes. Because of other budget priorities in the Department and the fact that this is a discretionary expenditure, it is recommended that this vehicle not be purchased and that $80.0 thousand be deleted from this account.

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	Reduction/(Increase) Gross/Net $
3.5 Microcomputers and Related Equipment	63.5

1988 E $90.0; 1987 E $96.6

In view of the reduced costs for microcomputers and peripheral equipment available from the Management Services Department's equipment pool which was authorized by Metro Council on January 19, 1988 (ECR 1/6), it is recommended that this account be reduced by $63.5 thousand.

3.6 Other Reductions	37.8

Based on a review of the individual accounts, the following adjustments are recommended:

Item	Recommended Reduction/(Increase) $
Parks and Property Department Charges - Input Error	17.8
Management Services Department Charges - Input Error	(14.0)
Tenant Renovations (Parks and Property) - To maintain inflationary increase over 1987 spending pattern	10.0
Travel - Ambulance - To maintain inflationary increase over 1987 Estimate	14.0
Equipment Repairs and Services - To maintain inflationary increase over 1987 Estimate	10.0
Total	37.8

Total Reduction	672.1

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3.7 Other Recommendations

3.7.1 Permanent Staff Changes

Below is a summary of the requested and recommended additions to permanent staff:

Position	Requested	Recommended
Driver/Attendants	14	14
District Supervisor - ALS (Paramedic Program)	1	1
Assistant Health and Safety Officer	1	1
Assistant Investigations Supervisor	1	1
Electronic Technician (Communications System Project Officer)	1	1
Clerk Grade 3	1	1
Communications Training Supervisor	1	(temporary)
Training Equipment Technician	1	-
District Supervisor (Training)	1	-
Clerical Supervisor	1	-
Director of Human Resources	1	-
Communications Supervisor	1	-
Total	25	19

The increase in Driver/Attendants is recommended to offset a projected rise in call volume of 3.0% and higher employee absences because of injury and vacation.

The Advanced Life Support Program will have 36 Paramedics by the end of 1988. The requested District Supervisor is recommended to support the growth in this area from 27 Paramedics in 1987.

The Assistant Health and Safety Officer is required to deal with occupational health and safety matters and the related issue of Workers' Compensation Board claims.

Investigations of various issues affecting the Department and staff would be carried out by the Assistant Investigations Supervisor. Present levels of permanent staff in the Investigations Unit are insufficient.

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Existing and recommended new equipment in the Control Centre necessitates the Electronic Technician position for diagnostic and repair services. This would greatly reduce the need for service contracts for the equipment.

The Clerk Grade 3 position is recommended for the Communications Division to offset high work volume.

It is recommended that the Communications Training Supervisor be approved as a temporary position only, to assist training during the implementation of the new electronic radio and telephone communications system and the pilot trunked radio and vehicle location systems.

None of the remaining positions are recommended. However, it is recommended that the Department bring forward further justification for the Director of Human Resources position in conjunction with the 1989 budget process.

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4. Provincial Funding

Year	Gross Expenditures Before Capital Financing $	Provincial Funding Received $	Provincial Funding as a % of Gross Expenditures %	Volume of calls #
1980	19,445.9	13,465.4	69.2	223,936
1981	24,118.7	15,372.8	63.7	227,653
1982	28,717.3	17,836.8	62.1	244,300
1983	31,686.8	18,212.7	57.5	255,100
1984	36,127.6	22,440.5	62.1	277,467
1985	38,284.2	23,277.5	60.8	308,244
1986	41,817.6	24,463.7	58.5	363,581
1987 Projected Actual	46,137.1	26,120.3	56.6	369,000
1988 Recommended	50,870.7	27,802.3	54.7	380,000

As indicated above, the Provincial share of Ambulance Services Department's operating budget has declined significantly over the past number of years. A request for supplementary funding, not included in the $27,802.3 thousand estimated for 1988, is currently being considered by the Province's Management Board for approval and may improve the actual ratio in 1988.

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RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: AMBULANCE SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR TONKS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	51,542.8	+9.3
3.1	R28,R29 R30,R47	Salaries & Benefits	130.8		130.8	[redacted]	[redacted]
3.2	R37	Control Centre Telecommunications	175.0		175.0	[redacted]	[redacted]
3.3	R1	Trunked Radio System Pilot Project	185.0		185.0	[redacted]	[redacted]
3.4	R7	Equipment - Ambulance Division	80.0		80.0	[redacted]	[redacted]
3.5	R23	Microcomputers and Related equipment	63.5		63.5	[redacted]	[redacted]
3.6	R2,R9,R10 R15	Other Reductions	37.8		37.8	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			672.1		672.1	50,870.7	+7.9

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DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
COMMISSIONER'S OFFICE	233.4	223.9	220.3
PURCHASED SERVICES	6,757.9	6,389.4	6,007.8
HOSTEL OPERATIONS	27,178.1	21,832.8	22,836.3
ADMINISTRATIVE SERVICES DIVISION	7,829.6	7,257.8	7,024.1
POLICY AND PLANNING DIVISION	6,041.2	5,363.3	5,207.1
SOCIAL SERVICES DIVISION	264,607.2	233,173.7	238,732.4
CHILDREN'S SERVICES DIVISION	106,459.7	90,755.5	82,424.6
HOMES FOR THE AGED DIVISION	103,012.4	94,516.4	93,807.1
HOUSING:			
SUBSIDIES, ETC.	476.2	518.2	496.7
METRO TORONTO HOUSING COMPANY	112,049.0	100,991.2	102,173.2
METRO HOUSING DEVELOPMENT CORP.	659.1	0.0	0.0
Gross Expenditure excluding Capital Financing	635,303.8	561,022.2	558,929.6
Less Reimbursement Credits:			
Commissioner's Office	83.9	80.0	97.0
Purchased Services	5,095.7	4,829.7	4,528.1
Hostel Operations	22,737.9	17,849.5	19,431.4
Administrative Services Division	2,859.9	2,631.4	2,196.0
Policy and Planning Division	2,372.8	2,133.1	2,141.6
Social Services Division	204,734.4	176,409.4	184,947.2
Children's Services Division	87,451.9	74,308.3	67,511.2
Homes for the Aged	88,632.2	81,449.3	81,693.2
Housing:			
Subsidies, etc.	0.0	0.0	4.0
Metro Toronto Housing Company	112,049.0	100,991.2	102,173.2
Metro Housing Development Corp.	659.1	0.0	0.0
Total Reimbursement Credits	526,676.8	460,681.9	464,722.9
Net Expenditure excluding Capital Financing	108,627.0	100,340.3	94,206.7
Capital Financing:			
DEBT CHARGES	2,848.8	3,583.6	3,310.5
CAPITAL FROM CURRENT	4,520.3	3,221.8	2,298.4
Gross Capital Financing	7,369.1	6,805.4	5,608.9
Less Recovery re Housing Company	3,458.5	3,160.3	3,157.3
Net Capital Financing	3,910.6	3,645.1	2,451.6
Net Expenditure including Capital Financing	112,537.6	103,985.4	96,658.3

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BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

REVIEWED BY: MAYOR JOHNSON (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	 %
1.1	Gross Expenditure				
	Budget Request	682,302.9	561,022.2	+121,280.7	+21.6
	Recommended Reduction	46,999.1			
	Recommended Funding	635,303.8	561,022.2	+74,281.6	+13.2
1.2	Net Expenditure				
	Budget Request	117,384.0	100,340.3	+17,043.7	+17.0
	Recommended Reduction	8,757.0			
	Recommended Funding	108,627.0	100,340.3	+8,286.7	+8.3
1.3	Capital Financing	4,032.5	3,645.1	+387.4	+10.6
1.4	Net Expenditure including Capital Financing	112,659.5	103,985.4	+8,674.1	+8.3

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	4,139	4,139	3,842
Net Additions	151*	181	297
Revised Establishment	4,290	4,320	4,139

* While funding is included in the budget for the recommended establishment change, this increase is subject to the approval of the Management Sub-Committee.

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2. Overview

Excluding capital financing charges, the recommended 1988 Estimate of $635,303.8 thousand is $74,281.6 thousand or 13.2% higher than the 1987 Estimate on a gross expenditure basis. On a net basis, the recommended funding represents a $8,286.7 thousand or 8.3% increase.

As in the previous year, two divisions account for more than 50% of the requested gross funding increase. The Social Services Division contributes 42.3% or $31,999.4 thousand to the increase and the Children's Services Division adds 21.2% or $75,704.2 thousand .

While the overall gross increase is primarily attributed to these 2 Divisions, major increases in funding levels are being requested by all Divisions.

Inflation, new expanded programs, increased demands for social services from a growing caseload of refugee claimants and improved levels of care and service to the elderly and homeless have contributed to increases in funding levels approximating 10% to 24% throughout all operating divisions.

The funding recommended for Social Services Division provides for a caseload growth of 2.0% over 1987, 8.2% escalation in the cost per case and a substantial increase in special assistance/supplementary aid costs. These are the major 3 factors contributing to an additional $31,400.0 thousand required by the Division in 1988. Although the caseload is anticipated to stabilize, the demand for special assistance is expected to increase primarily as the result of the growth in the non-resident component of the caseload.

The recommended budget for the Children's Services Division provides for an increase of 2,000 subsidized day care spaces and the annualization of 2,000 spaces added in 1987. The problem regarding lack of qualified day care staff has been compounded due to difficulties in attracting these resources to the Metro Toronto area, and the high start - up costs associated with establishing new centres have been major obstacles to targetted expansion in 1987. These are not expected to abate in the short-term, despite the infusion of direct grants from senior levels of government.

The increase in the number of homeless families, especially those of refugee status, has been the major contributor to the 24.0% increase in the recommended funding level for the Hostels Division. The 1988 budget provides for a 22.8% increase in bed-nights of care. This is expected to be accomplished by expanding the purchased hostel network and maximizing the utilization of Metro-operated hostels at an additional cost of $5,345.3 thousand above the 1987 budget estimate.

The recommended budget for the Homes for the Aged Division, comprising the seven Metro Homes for the Aged and their satellite programs, is increasing by 9.0% above the 1987 estimate. Greater levels of care per resident, new and improved service enrichments and salary increases have contributed significanntly to this increase.

The addition of the Ontario Non-Profit Housing Portfolio, increased costs due to safety standards, continued systems development, annualization impact, and the establishment of the Housing Development Corporation explain the increase in the Housing Division. These costs are fully recoverable from senior levels of government and rental fees.

3. Recommendations

3.1 It is recommended that:

3.1.1 prior to the 1989 budget submission, staff of the Department report to the Budget Sub-Committee on the funding requirements for the Habitat Services Program in 1989. This report should include the relevant costs, accommodation levels expected and the assumptions and rationale used to determine and support these levels; and

3.1.2 prior to the 1989 budget submission, the Department review the practice of segregating costs for its Domestic Response Team and related program areas, and attempt to consolidate costs and funding sources.

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3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase)	
	Gross	Net
	$	$

3.2.1 Establishment Review - Departmental Summary

The Department requested a net addition of 207 positions to its permanent establishment. Following a review of these requested positions with the Personnel Department, a total of 151 additions are recommended to remain in the budget at this time. The original request by the Department and the recommended changes are listed in the following schedule:

	Requested			Recommended Net Additions/ (Deletions)
	Additions	Deletions	Net	
Commissioner's Office	-	-	-	-
Purchased Services	4	-	4	4
Hostels	17	-	17	17
Administrative Services	30	11	19	7
Policy and Planning	-	-	-	-
Social Services	28	4	24	4
Children's Services	102	9	93	78
Homes for the Aged	30	4	26	21
Housing	24	-	24	20
	235	28	207	151

On a divisional basis, the details of the recommended changes and respective budgetary impact are as follows:

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	Reduction/(Increase)	
	Gross $	Net $
Purchased Services	27.0	13.5

The addition of 4 positions consists of 2 new positions and the conversion of 2 temporary positions to permanent status as Welfare Visitors Grade 1 in the Homemakers & Nurses Services activity. The change in mandate of the Purchased Services Unit has significantly increased the scope of the programs and services. This together with increased monitoring of cases and agencies has led to the recommendation supporting the 4 new positions. However, with application of 4 months gapping, a reduction of $27.0 thousand is recommended.

Hostels	45.0	9.0

The addition of 17 positions consists of the conversion of 13 temporary staff to permanent status and the addition of 4 new permanent Counsellor positions. The positions are recommended on the basis of the increasing service demands particularly from refugee client groups in the 3 Metro-operated hostels. However, since the 4 new positions will not be filled until the end of April 1988, a reduction of $45.0 thousand is recommended.

Administrative Services	234.5	117.3

A total of 19 net additions were requested for this Division on the basis of the need to provide an increased level of central support to expanding programs and information requirements from other divisions in the Department.

The establishment review process has recommended a net addition of 7 positions. Accordingly, a reduction of $234.5 thousand is recommended, comprised of $203.9 thousand in salaries and wages and $30.6 thousand in fringe benefits.

	Reduction/(Increase)	
	Gross $	Net $
Social Services	(5.8)	(2.9)

The original request of 24 net positions was based on the need for additional clerical and supervisory staff to manage a growing and increasingly complex caseload in area offices.

Based on their projected caseload of 481.2 thousand cases the Department requested the conversion of 18 temporary Clerk Grade 3 positions to the permanent establishment. However, budget review has resulted in a reduction in the projected caseload of 37.7 thousand. Therefore, of the 18 positions only 4 are recommended for conversion to permanent status. The conversion of the remaining 14 positions cannot be supported at this time. A reduction of $26.6 thousand is therefore recommended.

The establishment review process has also recommended the addition of 5 Supervisors, Area Office Administration and a computer programmer, and the deletion of 5 Clerk Grade 1's and a Satellite Supervisor. This results in a reduction of $41.3 thousand on a gross basis.

On December 8, 1987, Metro Council adopted Report No. 16, Clause 9 of the Community Services and Housing Committee which recommended that, subject to Provincial

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	Reduction/(Increase)	
	Gross $	Net $

agreement, three additional housing counsellors be hired in 1988 to serve the needs of homeless clients in suburban locations. The report was prepared subsequent to the Division's budget submission and as such, funds for these additional positions were not included in the 1988 estimate. It is therefore recommended that $73.7 thousand (8 months salary) be added to the 1988 budget for this account.

	Gross	Net
Children's Services	757.8	151.6

The majority of the 78 positions recommended for the Children's Services Division pertain to additional day-care staff required for the planned expansion of day-care spaces in Metro-operated Group Centres and Private-home Day-care centres. A total of 69 positions are recommended to comply with legislated staffing formulas.

An additional 9 management support positions have been recommended for appproval. The net result of the above decisions is a reduction of $757.8 thousand to the request.

	Gross	Net
Homes for the Aged	32.1	9.6

The divisional request included the net addition of 26 permanent positions to service a variety of new and enhanced programs being carried out in the Homes. The establishment review process has recommended the addition of 21 positions. Several of these positions will not be filled until later in 1988 resulting in a recommended reduction to the budget of $32.1 thousand.

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		Reduction/(Increase)	
		Gross $	Net $
	Housing :		
3.2.2	Contribution to Sick Pay Credits	(16.0)	(16.0)

Housing :

Following the establishment review, the reclassification of 4 clerical staff and the addition of 4 Clerk Grade 2's have not been recommneded. No budgetary impact results from these changes.

3.2.2 Contribution to Sick Pay Credits (16.0) (16.0)

Following a review of the Treasury chargeback for contribution to sick pay credits, the Department has reassessed its divisional allocation resulting in an increase of $16.0 thousand, distributed as follows:

Commissioner's Office	(0.1)
Purchased Services	(1.0)
Hostel Operations	(3.0)
Administrative Operations	(5.0)
Policy & Planning	(0.6)
Social Services	(2.4)
Children's Services	(7.4)
Homes for the Aged	3.5
	(16.0)

3.2.3 Management Services Department (MSD) Charges Reduction to Printing Costs 53.6 7.1

Following the installation of a high efficiency laser printer, MSD has identified a savings in printing costs for the Community Services Department allocated as follows:

Social Services - Gross $14.1, Net $7.1
Metro Toronto Housing Company - Gross $39.5, Net $0.0

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		Reduction/(Increase)	
		Gross $	Net $
Commissioner's Office			
3.2.4	Operational Development	41.1	20.6

1988 E $84.6; 1987 E $41.6; 1987 PA $24.1

The amount of $41.1 thousand of the $43.0 thousand increase is associated with a request for a temporary staff to assist the Commissioner with the additional workload arising from his membership in the provincial/municipal Social Services Review Task Force which will continue until March 1989.

The Commissioner has identified existing funds elsewhere in the Department's estimates from which to provide the temporary assistance. A deletion of $41.1 thousand in gross expenditures is therefore recommended.

		Gross $	Net $
Purchase of Services			
3.2.5	Homemakers and Nurses Services - Agency Payments	207.1	41.4

1988 E $4,107.1; 1987 E $3,952.8; 1987 PA $3,952.8

This program includes funds for services purchased from a number of private agencies to provide home support and visiting nurses services. The services are provided to persons who are frail, elderly or disabled and to families, in cases where the mother or caregiver is hospitalized, recuperating or temporarily unable to care for the children and/or household.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $

The 1987 actual expenditure for this program is $3,900.0 thousand. In 1988, the Division has requested 2 additional welfare workers to better monitor cases and to ensure that the services provided by the agencies are up to standards. Staff have indicated that the rates paid to agencies for these services will increase approximately 4.5% in 1988. However, by monitoring cases more frequently, staff feel that the length of time a person or family uses the service can be decreased, thereby reducing the cost of the program. Consequently, it is felt that the cost of this program can be maintained at the 1987 level. A reduction of $207.1 thousand is therefore recommended.

	Gross	Net
3.2.6 Purchased Counselling - Agency/Program Payments	563.1	112.6

1988 E $2,542.6; 1987 E $1,668.5; 1987 PA $1,477.1

The requested funding provides for the purchase of support services such as marital and family counselling, life skills training, employment counselling and specialized counselling for ex-offenders. In 1987, the services were expanded to include the purchase of supportive housing for psychiatrically disabled individuals under the Habitat Services Program. This program was approved by Metro Council on May 13, 1986, (CSHC Report No. 7, Clause 2) but did not get underway until April, 1987.

The increase requested in this account is $874.1 thousand or 52.4% over the 1987 estimate. A significant portion of this increase is attributable to the annualization and expansion of the Habitat Services Program. The 1988 estimate for this program is $1,203.9 thousand, an increase

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	Reduction/(Increase)	
	Gross	Net
	$	$
of $721.9 thousand or 149.8% over the 1987 estimate. The estimate was based on a funding projection prepared by the Mental Health Program Services, a private non-profit agency that acts as a broker between Metro and the boarding home operators. Based on a review of this projection with staff of the Purchased Services Unit and considering the fact the current expenditure level is about $50.0 thousand per month, it is felt that the estimate may be high. It is recommended therefore that the 1988 estimate for this program be reduced to $660.0 thousand, a reduction of $543.9 thousand. This reduced level of funding is still 36.9% greater than the 1987 estimate and hence allows for some expansion in the program. However, should expansion exceed the revised estimate, additional funds can be provided from the Corporate Contingency Account.		
Due to the anticipated growth in the services provided by this program, it is further recommended that, prior to the 1989 budget submission, staff report to the Budget Sub-Committee on the funding requirement for this program in 1989 and projected future trends. The report should include the relevant costs, accommodation levels expected and the assumptions and rationale used to determine and support these levels.		
Staff have reviewed the 1988 estimates for other services included in this account. Based on actual agency payments in 1987, a reduction of $19.2 thousand can be made to the 1988 request.		

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	Reduction/(Increase)	
	Gross $	Net $

The recommendations above result in a total reduction of $563.1 thousand in this account.

	Gross $	Net $
3.2.7 Program Administration - Services and Rents - Other	18.0	18.0

1988 E $170.1; 1987 E $156.0; 1987 PA $191.7

Based on a review of the actual expenditures for the various accounts, a reduction of $18.0 thousand is recommended. Specifically, the reduction is broken down as follows: Other Professional and Technical Services - $2.2 thousand; Contracted Services (Buildings) - $11.8 thousand; and Telephone - $4.0 thousand.

Hostel Operations

	Gross $	Net $
3.2.8 Motel Shelter Services	1,100.0	220.0

1988 E $2,000.0; 1987 E $310.0; 1987 PA $1,080.0

Funds provided in this account are for the purchase of motel accommodation for families unable to find shelter with existing providers or the Family Residence facility. In 1987, $310.0 thousand was budgeted for this shelter alternative. However, due to a significant increase in the number of homeless families, especially those of refugee status, approximately $800.0 thousand was actually expended.

Staff prepared the 1988 estimate for this account in August 1987. At that time, use of motels for shelter was at its highest level and the budget was based on that level continuing. The actual number bed nights of care, however, decreased significantly in the latter part of the year. A reassessment of the 1988 request based on more recent trends has resulted in a more realistic estimate of $900.0 thousand. A reduction of $1,100.0 thousand is therefore recommended.

		Reduction/(Increase)	
		Gross $	Net $
3.2.9	Purchased Hostel Services	662.0	132.4

1988 E $11,596.2; 1987 E $8,976.1; 1987 PA $9,636.1

The 1988 request for purchased hostel services is $2,620.1 thousand or 29.2% greater than the 1987 estimate and represents about 33% of the increase in the total Hostel Operations budget.

The increase in this account is attributable to a 4% rate increase, the addition of five new agencies in 1988 and the expansion of existing agencies.

A review of this account has resulted in a decrease in funding required in 1988. The lower funding estimate is mainly due to delays in finalizing contracts with new agencies, resulting in a later start date, and to the closing of an existing agency in 1988. A reduction of $662.0 thousand is therefore recommended.

	Reduction/(Increase)	
	Gross $	Net $
3.2.10 Purchased Case Management	20.0	4.0

1988 E $815.2; 1987 E $605.8; 1987 PA $605.8

The clients using this service include battered women and youth. The increase in the 1988 request is mainly attributable to three additional shelters providing case management in 1988 and to the expansion of the case management service at Covenant House due to an increased demand.

A detailed review of the 1988 estimate with staff has resulted in a decrease of $20.0 thousand in this account. This reduction is therefore recommended.

	Gross	Net
3.2.11 Metro Operated Hostels - Temporary and Casual Salaries	250.0	50.0

1988 E $1,999.8; 1987 E $2,024.0; 1987 PA $2,278.7

Following a detailed review of expected demands for service at 3 Metro-operated Hostels, a reduction of $250.0 thousand in temporary salaries is recommended.

	Gross	Net
3.2.12 Metro Operated Hostels - MSD Charges and Computer Equipment	55.0	11.0

1988 E $106.7; 1987 E $33.5; 1987 PA $28.0

The Division's 1988 estimate includes $91.8 thousand for an automated client management system at Seaton House. This estimate consists of $40.0 thousand for MSD charges and $51.8 thousand for equipment. The automated system would maintain basic client records to support the intake

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	Reduction/(Increase)	
	Gross	Net
	$	$

function, gather statistics and also provide timely information on clients who present special problems such as violent behavior.

The Division's need in this respect appears warranted. However, it is recommended that the system be developed and phased in over two years. This results in a reduction of $45.9 thousand.

In addition, to comply with the Corporation's new computer equipment purchase policy, the revised request for 1988 has been adjusted to reflect the cost of leasing the equipment for 8 months during 1988. This results in a further reduction of $9.1 thousand.

		Gross $	Net $
3.2.13	Special Projects	388.5	388.5

1988 E $774.4; 1987 E $167.0; 1987 PA $40.4

The 1988 Estimate for this account is $607.4 thousand or 363.7% greater than the 1987 estimate. The increased funding required in 1988 is mainly attributable to the following:

- addition to Robertson House ($288.5 thousand)
- replacement of kitchen ventilation system at Seaton House ($170.0 thousand)
- installation of storm windows at Seaton House ($50.0 thousand)
- enclosure of three balconies at Family Residence ($50.0 thousand)

		Reduction/(Increase)	
		Gross $	Net $

The replacement of the kitchen ventilation system is in compliance with a life safety study completed and the cost is therefore supported. The remaining projects indicated above, however, are not related to any safety measure. Given that renovation costs are not subsidizable and that the completion of these projects will not provide additional beds, deferral of these items is recommended. This results in a reduction to the budget of $388.5 thousand.

		Gross	Net
3.2.14	Night Emergency Services - Domestic Response Team	140.5	12.9

1988 E $401.6; 1987 E $100.5; 1987 PA $110.5

This account includes $268.0 for the provision of services in conjunction with the Domestic Response Team program. A further $220.8 thousand has also been budgeted in Policy and Planning Division. $104.0 thousand relates to the initation of a new hot-line services for police use and is to be contracted out to the Community Information Centre. (CIC) As a result of this and other enhanced requirements for services provided by the CIC, a further $66.0 thousand has been budgeted to assist in the re-organization of the CIC from staffing an in-home service to staffing of an office-type service. Funding for these program areas was conditional upon securing subsidies from the Province. While confirmation of the subsidy has been received, funding for the program will not commence until April, 1988. Therefore, a reduction of $140.5 thousand to allow for gapping of 3 months is recommended.

As identified earlier, funding for the Domestic Response Team and associated programs has been provided in several

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $

different areas of the budget. This has presented considerable difficulty in assessing total program costs. It is therefore recommended that prior to the 1989 budget submission, the Department review its current practice and attempt to consolidate costs and funding sources.

	Gross $	Net $
3.2.15 Purchased Hostel Services - Subsidy	-	446.7

1988 E $10,835.6; 1987 E $8,476.8; 1987 PA $9,519.3

The Department receives 80% subsidy on services rendered to Ontario residents and 100% subsidy for non-Ontario residents. The 1987 subsidy estimate for the non-residents was $500.0 thousand, based on a flat $500.0 thousand of the caseload costs. However, recent actuals for 1987 have confirmed that the non-resident component of the caseload has increased to approximately 25%. Based on this experience, staff of the Department have reassessed the 1988 subsidy and are now estimating an increase in revenues of $446.7 thousand. Since all indications point to a growing non-resident component this increase is considered reasonable and is therefore recommended.

	Gross $	Net $
3.2.16 Metro-Operated Hostels - Subsidy	-	53.8

1988 E $11,413.9; 1987 E $8,217.3; 1987 PA $8,579.4

Due to the increasing non-resident component of the caseload which is subsidized 100%, an increase in subsidy of $53.8 thousand is recommended.

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Administrative Services Division

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.17 Computer Hardware and Related Equipment and Software	200.8	200.8

The Department has requested a total of $213.4 thousand for computer hardware and related equipment and software in the Administrative Division.

Consistent with the new office equipment purchase policy authorized by the Budget Sub-Committee on December 17, 1987, the request has been revised to reflect a lease charge for 8 months. The recommended reduction is $200.8 thousand. This reduction includes the deletion of $133.2 thousand for equipment and software intended for the development of an accounts payable interface to the corporate Central Accounting System.

	Gross $	Net $
3.2.18 Operational Analysis and Review - Program Administration - Furniture and Furnishings	1.4	1.4

1988 E $3.0; 1987 E $0.0; 1987 PA $1.8

The requested increase of $3.0 thousand over the 1987 estimate represents new furniture for current staff and $1.4 thousand for a new Program Support Analyst. The permanent status of this position has been denied during the Establishment review process and until the issue of permanency is resolved, the deletion of $1.4 thousand for new furniture is recommended.

		Reduction/(Increase)	
		Gross $	Net $
3.2.19	Financial Services - Program Administration - Contracted Services - Building	10.0	10.0

1988 E $10.0; 1987 E $0.0; 1987 PA $7.0

The requested increase of $10.0 thousand over the 1987 estimate represents renovations required to the premises as a result of implementing the accounts payable interface. Since the interfacing has been deferred in Section 3.2.17, the deferral of $10.0 thousand is similarly recommended here.

3.2.20	Financial Services - Program Administration - Machinery and Equipment (Office)	14.2	14.2

1988 E $14.2; 1987 E $0.0; 1987 E $17.4

The 1988 request pertains to the purchase of a 1" Tape Reader to facilitate the reading of bank tapes for cashed GWA cheques and 3 electronic typewriters. The Department has identified the deletion of $14.2 thousand relating to these items in priority reductions R01 and R12. These reductions are recommended.

3.2.21	Financial Services - Accounting Entry and Control - MSD Charges	(15.0)	(7.5)

1988 E $78.0; 1987 E $57.4; 1987 PA $20.9

The requested funding for 1988 pertains to development, enhancements and production charges to the following applications:

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Reduction/(Increase)
Gross $ Net $

	Amount $
GWA Cashed Cheque Reconciliation	10.0
HFA Drug Prescription	5.2
ODA Dental Services	5.9
GWA Accounting	20.9
CAS - Special Financial Statements	1.0
Day Care Interface	10.0
CAS A/P Interface	25.0

Due to the user needs study currently underway by the Management Services Department it is recommended that the amount of $35.0 thousand allocated to the interfacing of the Day Care and Accounts Payable Systems be deferred until 1989.

In order to prepare for future upgrading of the accounting system, an addition of $50.0 thousand to the budget is recommended. This will enable the division to review and document current systems and provide comprehensive training to departmental staff on the accounting system.

	Gross $	Net $
3.2.22 Office Support Services - Office Support - Stationery	1.5	1.5

1988 E $19.0; 1987 E $16.4; 1987 PA $16.4

The requested funding represents a 15.8% increase over 1987 estimates. While the Department indicates increasing staff as the major cause of the increase, a reduction of $1.5 thousand has baen recommended by the Department in view of the corporate constraint environment.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.23 Office Support Services - Office Support - Postage	10.4	10.4

1988 E $38.8; 1987 E $27.3; 1987 PA $13.2

The 1988 funding for postage has increased by 42.1% or $11.5 thousand. The Department has agreed to a reduction of $10.4 thousand which would result in a revised estimate of $28.4 thousand reflecting an increase of 4.0% over the 1987 estimate. The 1987 projected actuals are substantially lower than estimates, however, it is anticipated that year-end results will indicate actual expenditures closer to the 1987 estimates.

	Gross $	Net $
3.2.24 Office Support Services - Accommodation and Telecommunications - Architectural	15.0	15.0

1988 E $15.0; 1987 E $0.0; 1987 PA $0.0

An amount of $15.0 thousand has been budgeted for the provision of architectural services to assess the extent of renovations required for office space in vacated police facilities at 590 Jarvis Street. Following a review of proposed renovations with the Parks & Property Department, this project has been deferred. A reduction of $15.0 thousand is therefore recommended.

	Gross $	Net $
3.2.25 Human Resources - Program Administration - MSD Charges	56.0	28.0

1988 E $56.0; 1987 E $21.0; 1987 PA $18.5

Included in the 1988 estimate is $40.0 thousand relating to the development of a local area network, which would eventually be expanded to include other divisions in the Department, and, $16.0 thousand for related production

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	Reduction/(Increase)	
	Gross	Net
	$	$

costs. Both items pertain to the automation of staff attendance collection and recording. Due to the lack of available resources to undertake this project, the Department has agreed for deferral of the project. A deletion of $56.0 thousand is therefore recommended.

	Gross	Net
3.2.26 Human Resources - Payroll - Furniture and Furnishings	5.0	5.0

1988 E $5.0; 1987 E $0.0; 1987 PA $0.0

This amount pertains to the acquisition of furniture for additional staff requested to the 1988 establishment. As a result of recommendations made during the Establishment Review process, these positions have been deleted from the 1988 operating budget and it is therefore recommended that the amount of $5.0 thousand be deleted, accordingly.

	Gross	Net
3.2.27 Human Resources - Media Services - Other Expenses	-	12.0

1988 E $26.0; 1987 E $0.0; 1987 PA $0.0

Incorporated in the 1988 estimates is provision for materials and supplies to undertake new initiatives in the area of corporate training and development. Included in these initiatives is the development of videos for the Corporate Personnel Department and other divisions in the department. The Department is estimating additional recoveries of $12.0 thousand to offset the costs of videos developed for other Department. Since this recovery has not been included in the divisional budget, the addition of this revenue item is now recommended.

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.28 Human Resources - Staff Co-ordination - Furniture	6.0	6.0

1988 E $6.0; 1987 E $0.0; 1987 PA $0.0

The amount of $6.0 thousand pertains to the purchase of new furniture for additional staff requested for inclusion in the 1988 establishment. These positions have been denied, and it is therefore recommended that this $6.0 thousand be deleted.

3.2.29 Human Resources - Special Projects - Machinery and Equipment	24.5	24.5

1988 E $24.5; 1987 E $0.0; 1987 PA $0.0

The requested amount refers to the purchase of a desk-top publishing package. Department staff indicate that this item has already been purchased and received in 1987. The deletion of the full amount of $24.5 thousand is therefore recommended.

3.2.30 Housing Intensification Video	(50.0)	-

Following the 1988 budget submission, a proposal was submitted to the Ontario Ministry of Housing for the preparation of an education video on housing intensifcation. Preliminary approval has now been received from the province, with the expectation of a $50.0 thousand grant to cover all costs associated with the video production. Inclusion of this item in the 1988 operating budget is recommended.

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Policy & Planning Division

	Reduction/(Increase)	
	Gross $	Net $
3.2.31 Policy Development	14.1	7.0

1988 E $571.4; 1987 E $534.8; 1987 PA $523.7

Due to a secondment, a Clerk 3 position is expected to remain vacant for 6 months. It is recommended that $14.1 thousand be deleted to reflect the gapping for this position.

	Gross $	Net $
3.2.32 Planning	5.2	2.6

1988 E $113.7; 1987 E $108.9; 1987 PA $108.8

An amount of $5.2 thousand in MSD charges has been requested to cover the possibility that 1988 work demands could exceed available staff time. It is recommended that this amount be deleted and the Division address the need for additional support when it occurs.

	Gross $	Net $
3.2.33 Community Development	7.0	7.0

1988 E $560.9; 1987 E $526.6; 1987 PA $523.4

An amount of $14.0 thousand was originally budgeted to pay for the commencement of rent for a Community Development Office. These facilities will not be available until mid-year resulting in a recommended reduction of $7.0 thousand.

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	Reduction/(Increase)	
	Gross $	Net $
3.2.34 Policy Development	14.1	7.1

1988 E $571.4; 1987 E $534.8; 1987 PA $523.7

An additional temporary staff person is requested primarily to perform data entry activities, and to replace vacationing clerical staff. During 1988, the Division will be reviewing its use of computers which may alter the present work patterns. To accommodate for gapping it is recommended that a half time position be approved in 1988, and be reviewed following completion of the office automation review. This recommendation offers a reduction of $14.1 thousand.

	Gross $	Net $
3.2.35 Domestic Response Team	55.8	11.2

1988 E $220.8; 1987 E $48.4; 1987 PA $48.4

An amount of $220.8 thousand has been budgeted to finance the operations of an expanded Domestic Response Team in 1988. Unlike the $268.0 thousand budgeted in the Hostels Operations Division, this amount refers to the provision of a social worker-on-call component of the Emergency Community Services program.

This service has been gapped for 3 months resulting in a recommended reduction of $55.8 thousand.

	Reduction/(Increase)	
	Gross $	Net $
Social Services Division		
3.2.36 General Welfare Assistance Payments	16,807.8	2,689.2

1988 E $214,523.2; 1987 E $176,276.1; 1987 PA $187,389.1

The 1988 estimate for General Welfare Assistance (GWA) payments is $38,247.1 thousand or 21.7% greater than the 1987 estimate and accounts for 76.6% of the total increase in the Social Services Division budget.

The two key factors in determining the funding required for GWA payments are the cost per case and the caseload change.

The average cost per case in 1988 is estimated at $445.77 per case which is 8.2% greater than the 1987 projected actual. Based on the various rate increases and case mix expected in 1988, this increase seems reasonable and is in line with previous annual increases.

The Division's projected caseload for 1988 is 481,236 cases or an average of 40,103 cases per month. This is an increase of 10.7% over the 1987 actual caseload. The GWA caseload is comprised of two basic components, employable and unemployable. A review of previous years statistics has disclosed a fairly stable month-to-month trend in the unemployable caseload while greater variations have been experienced in the employable component.

The most recent actual figures indicate however, that the employable caseload has decreased substantially from previous years and from the estimate supplied for budget purposes. Following the budget review the Department has agreed to a revised estimate of a 2.0% caseload increase over the 1987 actual caseload level, which translates to 443,533 cases. While significantly lower than the original estimate, it is still felt that this increase will allow for the reality of the growing portion of caseload comprised of refugee claimants and recognize the Division's inability to positively impact this caseload as these clients do not have authority to work in Canada.

Based on the revised caseload estimate a reduction of $16,807.8 thousand is recommended.

		Reduction/(Increase)	
		Gross $	Net $
3.2.37	Area Office Administration - Salaries and Benefits	1,455.8	727.9

1988 E $28,807.7; 1987 E $24,886.3; 1986 PA $24,385.5

This account includes salaries and benefits for both permanent and temporary staff working in the area offices.

The level of funding required for temporary salaries is dependent on caseload levels. Section 3.2.36 of this report recommends that the 1988 caseload be reduced by 37.7 thousand cases. At this reduced caseload level, divisional staff indicate that 5 temporary supervisory positions and 37 temporary Welfare Visitor positions can be deleted, a reduction of $1,455.8 thousand.

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	Reduction/(Increase) Gross $	 Net $
3.2.38 Area Office Administration - Contracted Services (Heating and Air Conditioning)	(13.5)	(13.5)

1988 E $12.4; 1987 E $56.7; 1987 PA $85.9

This account includes funds for the provision of heating and air conditioning maintenance services for the various area offices. Based on more up-to-date information, an increase of $13.5 thousand is warranted.

	Gross	Net
3.2.39 Area Office Administration - Services and Rents	41.0	41.0

1988 E $3,179.5; 1987 E $3,708.2; 1987 PA $4,097.6

As a result of the closing of Satellite Office "R", staff indicate reductions can be made in the following accounts: Rental of Office (Outside City Hall) - $21.2 thousand; Telephone - $19.6 thousand; and Other Expenses - $0.2 thousand.

A reduction of $41.0 thousand is therefore recommended.

	Gross	Net
3.2.40 Area Office Administration - Furniture and Furnishings	28.0	28.0

1988 E $193.3; 1987 E $70.7; 1987 PA $70.7

In addition to the reductions discussed in Section 3.2.39 above, the closing of the Satellite Office "R" results in a further reduction of $8.0 thousand, comprised of $5.0 thousand for Machinery and Equipment and $3.0 thousand for Furniture and Furnishings.

A review of other items in the account have resulted in the deferral of four memory typewriters. A reduction of $20.0 thousand is therefore recommended.

		Reduction/(Increase)	
		Gross	Net
		$	$
3.2.41	Program Administration - Non MSD Computer Charges	27.1	13.6

1988 E $391.4; 1987 E $0.0; 1987 PA $0.0

This account includes funds for computer charges relating to the use of the Province's mainframe computer to process welfare client information. In 1987, funds for these charges were included in the Area Office Administration budget.

The charges are based on a $5.0 thousand fixed annual cost plus $0.81 per case. As a result of the caseload reduction recommended in Section 3.2.36 a decrease of $27.1 thousand to these charges is recommended here.

3.2.42	Special Projects - Renovations	238.3	238.3

1988 E $400.0; 1987 E $311.0; 1987 PA $188.2

The Division's 1988 estimate includes $400.0 thousand to renovate the former Metro Police Headquarters at 590 Jarvis Street. The Division's interest in these buildings was to relocate various field operations and units in these buildings in 1988. The total renovation cost is estimated to be $3.5 million. However, discussions with Parks & Property Department have indicated that any decision on the building is premature at this time. Further, given the magnitude of the work involved it is unlikely that the Department's planned undertaking would be feasbile in 1988.

The Department has therefore agreed to delete this item from its 1988 budget by substituting additional rent and

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
renovation charges for alternate facilities. The total charge for additional rent and renovation would approximate $161.7 thousand. Given the overcrowding at the current location, this position is supported and a reduction of $238.3 thousand to this budget is recommended.		
3.2.43 Special Assistance/Supplementary Aid	(420.2)	(168.1)

1988 E $23,457.1; 1987 E $18,343.6; 1987 PA $22,108.6

This area provides Special Assistance to recipients of General Welfare Assistance and eligible low income persons and Supplementary Aid to recipients of Old Age Pensions and Widowed Spouses.

Based on the 1987 final figures (available as of Feb. 3rd), the Division is overspent by $3,765.0 thousand or 20.5 percent over the 1987 budget in this largely mandated area. To allow for a moderate increase in 1988, the Division is requesting an additional $420.2 thousand (gross dollars) and $168.1 thousand (net dollars). This would allow for an eight percent increase (six percent price adjustment and two percent volume) over the 1987 actual expenditures.

Given the significant increases in the non-resident component of the caseload over the past year, the requested increase of $420.2 thousand is supported.

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3.2.44 FBA Unit and Family Court - MSD Charges	20.0	10.0

1988 E $20.0; 1987 E $15.0; 1987 PA $19.0

The funds required in this account relate to the development of the second phase of the Family Court System. Based on a review of the various systems projects to be undertaken by the Division in 1988, staff have decided to defer this project for consideration in 1989.

A reduction of $20.0 thousand is therefore recommended.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.45 Budget Review/Management Systems - Salaries and Benefits	159.2	79.6

1988 E $1,269.0; 1987 E $1,003.7; 1897 PA $942.1

The increase in funding required in this account is mainly attributable to six temporary positions in the Legal and Fraud Unit, a permanent Senior Program Support Analyst position and a permanent Computer Programmer. An internal review of the Division's 1988 Budget submission by departmental staff has resulted in the deletion of three of the temporary positions and the Senior Program Support Analyst. A reduction of $144.2 thousand is therefore recommended.

A further reduction of $15.0 thousand relating to the gapping of a Computer Programmer position for 3 months is also recommended.

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3.2.46 Computer Hardware - Division	29.0	29.0

1988 E $35.1; 1987 E $102.0; 1987 PA $101.0

In view of the new directive regarding office equipment purchasing, the Division's 1988 request has been adjusted to reflect the funding required (8 months) under the leasing arrangement. This results in a reduction of $15.3 thousand.

Furthermore, as a result of the deferral of the second phase of the Family Court System (see Section 3.2.44), the associated computer hardware can be deleted from the Division's budget, a reduction of $13.7 thousand.

The recommendations above result in a total reduction of $29.0 thousand in this account.

3.2.47 Purchased Employment Programs	121.6	24.3

1988 E $1,457.0; 1987 E $1,064.5; 1987 PA $958.6

Funding in this account includes programs purchased from various agencies which provide services such as employment counselling and work assessment, the objective being to promote client independence of general welfare assistance.

The 1988 estimate is $392.5 thousand or 36.9% greater than the 1987 estimate. The reason for the increase is mainly attributable to the expansion of the Work Assessment Program, a program which was developed to help long term cases break their dependence on Welfare.

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	Reduction/(Increase)	
	Gross	Net
	$	$

The funding required for the various components of this program has been reviewed with Division staff. Based on this review a reduction of $121.6 thousand is recommended, as detailed below:

(i) Other Professional and Technical Services (Purchased Employment Counselling)

Estimates for these services were based on the implementation of the new Provincial funding under the Canada-Ontario Employability Agreement. This implementation has been delayed for at least 3 months. Based on this delay and the fact service agencies' capacity to increase services is limited, staff indicate funding for this account can be reduced to $250.0 thousand, a reduction of $218.6 thousand.

(ii) Incentive Allowance and Transportation

New Provincial funding is expected to enhance budgets for providing financial supports and incentives to participants in employment programs. Consequently, staff are requesting that funds for Incentive Allowances be increased to $99.6 thousand and funding for Transportation to $110.0 thousand. Increases in these accounts of $13.0 thousand and $84.0 thousand respectively are therefore recommended.

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3.2.48 General Assistance/Special Assistance Subsides	-	1,653.6

1988 E $5,514.6; 1987 E $5,047.0; 1987 PA $5,673.5

As a result of the revised caseload recommended in Section 3.2.36 and the changing mix of the caseload, an increase in subsidies is recommended as follows:

General Assistance - Revise 100% subsidy on non-resident component from 20% to 22% of the caseload, $790.9 thousand increase.

Special Assistance - Revise 100% subsidy on non-resident component from 20% to 30% of the caseload, $862.7 thousand increase.

Children's Services

The budget was prepared to include the annualization of the 2,000 spaces targetted for implementation by the end of 1987, implementation of 1,000 spaces carried over from the 1987 allotment, a further expansion of 1,000 spaces in 1988 and the implementation of the provincial Direct Grant program. All staff costs and provider payments associated with the 2,000 new spaces were budgeted from January 1 which is unrealistic. A review of the expansion plan with respect to the timing of completion of the five new municipal centres, the 12 satellite centres and the availability of licensed spaces within the purchased service segment, has therefore resulted in funding reductions in every program area. These changes are explained in the following sections:

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.49 Executive Office	86.5	17.3

1988 E $1,365.2; 1986 E $850.6; 1986 PA $862.7

The major portion of the increase in the Executive Office relates to the addition of 5 management positions and 4 clerical support positions and the upgrade of the Assistant Director to a Director's level. The establishment review process has recommended 6 of these positions. The reduction in funding for the deleted positions has been identified in Section 3.2.1. In addition, the following budget reductions are recommended for the Executive Office:

	Reduction $
- gapping the start of a temporary Community Development Officer and Clerk Grade 3 in Special Projects to June 1, 1988	23.5
- reduce professional and technical services pertaining to preparation of Day Care Expansion Plan due to the addition of a Development Officer to the permanent establishment	50.0
- reduce rental charges for office space due to gapping of new staff	13.0
	86.5

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.50 Local Office Operations	30.6	6.1

1988 E $6,335.5; 1987 E $4,516.0; 1987 PA $4,308.0

The 1988 request for funding represents a 40.2% or $1,819.5 thousand increase over the 1987 estimate. The majority of this increase refers to 18 additional positions. The establishment review process has recommended 10. This together with the gapping of start dates for new employees results in a reduction of $555.1 thousand already included in Section 3.2.1.

Associated with the decrease in staff, the following reductions are also recommended:

	Reduction $
- reduce stationery costs	15.0
- reduce office equipment	1.1
- reduce furniture costs	14.5
	30.6

This will result in a gross reduction of $30.6 thousand or a net reduction of $6.1 thousand.

	Gross $	Net $
3.2.51 Metro Group Centres	1,281.1	251.8

1988 E $28,287.0; 1987 E $25,732.2; 1987 PA $20,834.9

Included in the 1988 estimates is allowance for the annualization and expansion of 5 Metro group centres. A total of 83 additional positions has been included in the budget to cope with this expansion. The revised plan to gap the establishment of the centres throughout 1988 has

	Reduction/(Increase) Gross $	Net $

resulted in a reduction to salaries and fringe benefits of $528.7 thousand in gross expenditures or $101.3 thousand in net expenditures.

In addition, the gapping of the expansion spaces has contributed to a further reduction in other areas of the budget as detailed below:

	Reduction $
- reduce casual staff	400.0
- reduce pension benefits (OMERS)	100.0
- reduce materials and supplies	10.0
- reduce cost estimate for micro-fax machines	90.3
- reduce recreational and educational supplies	63.6
- reduce training and development costs	24.5
- reduce Contracted Services - Rental Purpose in Property Operations Expansion area	40.0
- reduce Rental of Property (non office) Property Operations Expansion	24.0
	752.4

The above items including the gapping of new positions result in a reduction of $1,281.1 thousand on a gross basis and $251.8 thousand on a net basis.

	Gross	Net
3.2.52 Metro Private Home Day Care	385.0	77.1

1988 E $6,187.9; 1987 E $4,592.3; 1987 PA $3,442.3

The 1988 estimates reflect the annualization of service expansion in 1987 and the addition of a further 100 spaces in 1988. A more reasonable estimate of the actual implementation schedule allows a reduction of $90.9 thousand in salaries and fringe benefits and $294.1

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $

thousand in other expenditures. In net dollars this represents a total reduction of $77.1 thousand.

	Gross $	Net $
3.2.53 Purchased Private Home Day Care	217.3	40.6

1988 E $9,283.0; 1987 E $7,478.3; 1987 PA $5,978.3

The expansion plan identifies an additional 59 spaces to this program. Matching expenditures with a more realistic plan for implementation of these spaces will reduce gross expenditures by $217.3 thousand and net expenditures by $40.6 thousand.

	Gross $	Net $
3.2.54 Purchased Group Centres	3,137.7	580.0

1988 E $57,322.6; 1987 E $43,543.7; 1987 PA $42,543.7

The Department proposes staggering the implementation of 1,216 spaces according to a plan which more realistically reflects the capability of purchased centres to absorb these spaces. The revised plan allows for the "phasing in" of approximately 400 spaces in the first quarter of 1988, 500 spaces in the second quarter and 300 spaces during the remainder of the year. This revised implementation plan will reduce the budget by $3,137.7 thousand in gross dollars or $580.0 thousand in net dollars.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase)	
	Gross $	Net $
3.2.55 ESI Private Home Day Care	833.1	166.6
3.2.56 Direct Grant Program	17,447.6	-

3.2.55 ESI Private Home Day Care

1988 E $833.1; 1987 E $421.5; 1987 PA $498.1

The requested funding is for the provision of 672 spaces for formal day care for the children of welfare recipients. These spaces have already been included in the Metro Group Centres and Purchased Group Care. Therefore, the reduction of $833.1 thousand in gross expenditures is recommended.

3.2.56 Direct Grant Program

1988 E $17,447.6; 1987 E $0.0; 1987 PA $0.0

The 1988 estimate comprises an amount for direct grants to Purchased Group Care and Purchased Private Home Day Care Centres in accordance with the new initiatives announced by the Ministry of Community and Social Services in 1987. These grants which are 100% subsidized by the Province are designed to assist these centres to increase staff salaries and/or offset parent fees. The Department originally assumed that the administration of this program would be a municipal responsibility. However, subsequent announcements have vested the responsibility for administering the Direct Grant Program with provincial authorities. It is therefore recommended that this amount be deleted from the operating budget. This results in a gross reduction of $17,447.6 thousand with no impact on net expenditures as these have been included in the budget as fully recoverable.

	Reduction/(Increase)	
	Gross $	Net $
Homes for the Aged		
3.2.57 Salaries	123.4	37.1

1988 E $67,513.8; 1987 E $61,154.6; 1987 PA $60,100.9

The Department's request represents an increase of $6,359.2 thousand or 10.4% over the 1987 estimate and $7,402.9 thousand or 12.3% increase over the most recent actuals (effective January 22, 1988). Included in the estimates is provision for permanent, and part-time staff.

A number of positions added to the permanent establishment have been largely the result of conversions of temporary staff. A review of these conversions have indicated that there has been little or no corresponding reduction in part-time salaries. Over the past several years the Division's part-time costs have been continually underexpended and, while this has been offset by a surplus in permanent salaries an overall underexpenditure of approximately $400.0 thousand has been a common occurrence. Given this experience, it is recommended that the budget be reduced by $123.4 thousand consisting of salaries and benefits for additional part-time clerical and maintenance staff.

3.2.58 Microcomputers and Related Equipment and Software	89.2	26.8

The Division is requesting funding in 1988 for the purchase of 28 microcomputers, and 19 printers totalling $125.5 thousand. In view of the reduced costs for this type of equipment which will be available, from the

	Reduction/(Increase)	
	Gross	Net
	$	$

implementation of the new office equipment purchasing policy. A reduction of $80.2 thousand is recommended.

In addition, the Department has identified a further reduction of $9.0 thousand pertaining to the purchase of a variety of software for Dieting Services ($3.0 thousand), Satellite Homes ($2.0 thousand) and Central Administration ($3.0 thousand).

The total recommended reduction is therefore $89.2 thousand in gross expenditures.

	Gross $	Net $
3.2.59 Metro Operated Homes - Special Projects	123.0	36.9

1988 E $562.5; 1987 E $487.7; 1987 PA $487.7

The Department is requesting funding for renovation work in several homes for the aged including Bendale Acres, True Davidson and Castleview Wychwood Towers, Fudger House, Kipling Acres and Cummer House.

Following a review with Divisional staff, a reduction of $123.0 thousand has been recommended. This reduction pertains to the installation of a elevator for geriatic clientele at Castleview Wychwood.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.60 Purchased Satellite Homes - Part/Full Payment to Hostess - CSD	35.0	10.5

1988 E $6,110.2 1987 E $5,758.7; 1987 PA $5,758.7

The 1988 funding request provides for a $351.5 thousand or 26.4% increase over the 1987 projected actuals. This item of expenditure pertains to amounts paid to operators of satellite homes which cover the difference between the resident payment and the approved per diem.

The application of a 5.5% increase, approved for purchased satellite homes in 1988, results in a revised estimate of $6,075.2. A reduction of $35.0 thousand is therefore recommended.

	Gross $	Net $
3.2.61 Alzheimer's Project	(55.0)	-

Funding of $55.0 thousand for the production of an educational video on Alzheimer's Disease is recommended. Costs for this project are fully recoverable from the province.

Housing Division

	Gross $	Net $
3.2.62 Abandoned Site Costs	(4.0)	(4.0)

1988 E $0.0; 1987 E $64.8; 1987 PA $64.8

Omitted from the budget was an amount of $4.0 thousand for abandoned sites. Inclusion of this item in the 1988 operating budget is recommended.

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1988 OPERATING BUDGET
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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Metro Toronto Housing Company		
3.2.63 Central Registry	(175.0)	-
Total Reduction	46,999.1	8,757.0

1988 E $2,474.2; 1987 E $1,787.3; 1987 PA $0.3

The Seniors Central Registry project was initiated in 1986. It is intended to serve as a central data base for information regarding waiting list status, seniors' housing need in Metro, and building and project files. All housing providers in Metro will have access to this system. An additional amount of $100.0 thousand for enhanced systems work has been approved by the Province and the increase in gross expenditures is recommended here. A further amount of $75.0 thousand has been approved by the Province for advertising and promotion. All costs are fully recoverable from the province.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Reduction/(Increase) Less: Revenue	Reduction/(Increase) Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	682,302.9	+21.6
3.2.1	-	Reduce Permanent Salaries	1,090.6	792.5	298.1	[redacted]	[redacted]
3.2.2	-	Increase Contribution to Sick Pay Credits	(16.0)	-	(16.0)	[redacted]	[redacted]
3.2.3	-	Reduce MSD Printing Charges	53.6	46.5	7.1	[redacted]	[redacted]
		Commissioner's Office				[redacted]	[redacted]
3.2.4	-	Reduce Temporary Salaries	41.1	20.5	20.6	[redacted]	[redacted]
		Purchased Services				[redacted]	[redacted]
3.2.5	R63	Reduce Agency Payments Homemakers & Nurses	207.1	165.7	41.4	[redacted]	[redacted]
		Services				[redacted]	[redacted]
3.2.6	R38	Reduce Agency Payments Purchased Counselling	563.1	450.5	112.6	[redacted]	[redacted]
3.2.7	-	Reduce Services & Rents	18.0	-	18.0	[redacted]	[redacted]
		Hostel Operations				[redacted]	[redacted]
3.2.8	R71	Reduce Motel Shelter Services - Hostels	1,100.0	880.0	220.0	[redacted]	[redacted]
3.2.9	R22	Reduce Agency Payments Purchased Hostels	662.0	529.6	132.4	[redacted]	[redacted]
3.2.10	-	Reduce Purchased Case Management	20.0	16.0	4.0	[redacted]	[redacted]
3.2.11	-	Reduce Temporary Salaries	250.0	200.0	50.0	[redacted]	[redacted]
		Metro-Op. Hostels				[redacted]	[redacted]
3.2.12	-	Reduce MSD Charges & Computer Equipment	55.0	44.0	11.0	[redacted]	[redacted]
3.2.13	R10, R11 R58	Reduce Special Projects - Hostels	388.5	-	388.5	[redacted]	[redacted]
3.2.14	-	Gap Night Emergency Services	140.5	127.6	12.9	[redacted]	[redacted]
3.2.15	-	Increase Purchased Hostel Subsidy	-	(446.7)	446.7	[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Less: Revenue	Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
3.2.16	-	Increase Metro-Op. Hostel Subsidy	-	(53.8)	53.8	[redacted]	[redacted]
		Administration Div.				[redacted]	[redacted]
3.2.17	R69	Reduce Computer Equipment Costs	200.8	-	200.8	[redacted]	[redacted]
3.2.18	-	Reduce Furniture Operational Analysis	1.4	-	1.4	[redacted]	[redacted]
3.2.19	-	Reduce Office Renovations Financial Serv.	10.0	-	10.0	[redacted]	[redacted]
3.2.20	R01, R12	Reduce Office Equip. Financial Services	14.2	-	14.2	[redacted]	[redacted]
3.2.21	-	Increase MSD Charges Financial Services	(15.0)	(7.5)	(7.5)	[redacted]	[redacted]
3.2.22	-	Reduce Stationery Costs-Office Support	1.5	-	1.5	[redacted]	[redacted]
3.2.23	-	Reduce Postage - Office Support	10.4	-	10.4	[redacted]	[redacted]
3.2.24	-	Reduce Architectural Services-590 Jarvis	15.0	-	15.0	[redacted]	[redacted]
3.2.25	-	Reduce MSD Charges Human Resources	56.0	28.0	28.0	[redacted]	[redacted]
3.2.26	-	Reduce Furniture - Payroll	5.0	-	5.0	[redacted]	[redacted]
3.2.27	-	Increase Recoveries for Videos	-	(12.0)	12.0	[redacted]	[redacted]
3.2.28	-	Reduce Furniture Purchases-Staff Co-ord	6.0	-	6.0	[redacted]	[redacted]
3.2.29	R21	Delete Desk-top Publishing Package	24.5	-	24.5	[redacted]	[redacted]
3.2.30	-	Add Housing Intensification Project	(50.0)	(50.0)	-	[redacted]	[redacted]
		Policy & Planning				[redacted]	[redacted]
3.2.31	-	Gap Seconded Clerk 3 Policy/Planning	14.1	7.1	7.0	[redacted]	[redacted]
3.2.32	-	Reduce MSD Charges Planning	5.2	2.6	2.6	[redacted]	[redacted]
3.2.33	-	Reduce Rent - Community Dev. Office	7.0	-	7.0	[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
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Form No. MT 14

Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■		
3.2.34	R07	Reduce Temporary Salaries	14.1	7.0	7.1	■	■
3.2.35	-	Gap ECS Program - Domestic Response Team	55.8	44.6	11.2	■	■
		Social Services				■	■
3.2.36	-	Reduce GWA Caseload	16,807.8	14,118.6	2,689.2	■	■
3.2.37	-	Reduce Temporary Salaries	1,449.8	724.9	724.9	■	■
3.2.38	-	Increase - Contracted Services	(13.5)	-	(13.5)	■	■
3.2.39	-	Decrease Services & Rents - Satellite	41.0	-	41.0	■	■
		Office "R"				■	■
3.2.40	-	Reduce Furniture Re: Satellite Office "R"	28.0	-	28.0	■	■
3.2.41	-	Reduce Computer Charges - GWA	33.1	16.5	16.6	■	■
3.2.42	-	Reduce Renovations Projects	238.3	-	238.3	■	■
3.2.43	-	Increase Special Assistance - Refugees	(420.2)	(252.1)	(168.1)	■	■
3.2.44	-	Reduce MSD Charges FBA & Family Court	20.0	10.0	10.0	■	■
3.2.45	-	Reduce Temp. Salaries Budget Review	159.2	79.6	79.6	■	■
3.2.46	-	Reduce Computer Equipment Costs	29.0	-	29.0	■	■
3.2.47	-	Reduce Purchased Employment Programs	121.6	97.3	24.3	■	■
3.2.48	-	Increase GWA, Special Assistance Subsidy	-	(1,653.6)	1,653.6	■	■
		Children's Services				■	■
3.2.49	-	Reduce Executive Office - Misc.Expenses	86.5	69.2	17.3	■	■
3.2.50	-	Reduce Local Office Misc. Expenses	30.6	24.5	6.1	■	■
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14
	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: COMMUNITY SERVICES DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Less: Revenue	Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■		
3.2.51	-	Gap New Spaces - Metro Group Centres	1,281.1	1,029.3	251.8	■	■
3.2.52	-	Gap New Spaces MPHDC	385.0	307.9	77.1	■	■
3.2.53	-	Gap New Spaces PPHDC	217.3	176.7	40.6	■	■
3.2.54	-	Gap New Spaces Purchased Group	3,137.7	2,557.7	580.0	■	■
3.2.55	-	Delete ESI Spaces Private Home Day Care	833.1	666.5	166.6	■	■
3.2.56	R31	Delete Direct Grant Program	17,447.6	17,447.6	-	■	■
		Homes for the Aged				■	■
3.2.57		Reduce Temporary Salaries	123.4	86.3	37.1	■	■
3.2.58	-	Reduce Computer Equipment Charges	89.2	62.4	26.8	■	■
3.2.59	-	Reduce Special Projects	123.0	86.1	36.9	■	■
3.2.60	-	Reduce - Part/Full Payment of Hostess	35.0	24.5	10.5	■	■
3.2.61	-	Add Alzeimer's Project	(55.0)	(55.0)	-	■	■
		Housing				■	■
3.2.62	-	Add Abandoned Site Costs	(4.0)	-	(4.0)	■	■
3.2.63	-	Increase Costs Central Registry	(175.0)	(175.0)	-	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			46,999.1	38,242.1	8,757.0	635,303.8	+13.2

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PARKS AND PROPERTY DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	4,713.0	4,090.9	4,325.9
ADMINISTRATION - 57 ADELAIDE ST. EAST	0.0	230.5	194.9
RENOVATIONS	2,922.1	3,403.3	3,154.9
REAL ESTATE	1,028.6	958.1	882.0
PROPERTY MANAGEMENT	2,210.9	2,124.5	1,980.4
OPERATIONS GENERAL AND CENTRAL SERVICES	4,586.2	4,134.1	4,171.0
MAINTENANCE OF GENERAL PARKLANDS	10,297.7	9,234.5	9,212.7
SPORTS AND OTHER ACTIVITIES	3,944.4	3,623.7	3,501.0
TRANSPORTATION SERVICES	5,314.4	4,513.0	4,538.6
CARETAKING AND MAINTENANCE	10,143.9	8,409.2	8,409.2
Gross Expenditure excluding Capital Financing	45,161.2	40,721.8	40,370.6
Less Reimbursement Credits:			
Interdepartmental Recoveries	10,320.4	9,369.6	9,337.1
Provincial Grants and Subsidies	835.0	783.9	712.0
Other Revenue	17,400.0	15,488.0	16,045.1
Transfer Of Rental Revenue To Other Departments' Accounts	(1,880.7)	(1,926.1)	(2,088.9)
Total Reimbursement Credits	26,674.7	23,715.4	24,005.3
Net Expenditure excluding Capital Financing	18,486.5	17,006.4	16,365.3
Capital Financing:			
DEBT CHARGES	3,305.3	3,682.0	3,441.5
CAPITAL FROM CURRENT	2,641.4	2,012.9	1,090.0
Total Capital Financing	5,946.7	5,694.9	4,531.5
Net Expenditure including Capital Financing	24,433.2	22,701.3	20,896.8

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: PARKS AND PROPERTY DEPARTMENT

REVIEWED BY: CONTROLLER MORRISH (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	46,485.6	40,721.8	+5,763.8	14.2
	Reductions by Parks, Recreation & Property Committee	253.2			
	Budget Recommended by Parks Recreation & Property Committee	46,232.4			
	Recommended Reduction	1,071.2			
	Recommended Funding	45,161.2	40,721.8	+4,439.4	+10.9
1.2	Net Expenditure				
	Budget Request	20,413.2	17,006.4	+3,406.8	+20.0
	Reductions by Parks, Recreation & Property Committee	192.0			
	Budget Recommended by Parks Recreation & Property Committee	20,221.2			
	Recommended Reduction	1,734.7			
	Recommended Funding	18,486.5	17,006.4	+1,480.1	+8.7
1.3	Capital Financing	6,149.3	5,694.9	+454.4	+8.0
1.4	Net Expenditure including Capital Financing	24,635.8	22,701.3	+1,934.5	+8.5

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	393	393	387
Net Additions Requested	52*	57	6
Revised Establishment	445	450	393

* While funding is included in the budget for the recommended change in establishment, this increase is subject to the approval of the Management Sub-Committee.

2. Overview

Excluding capital financing charges, the recommended gross expenditure is $4,439.4 thousand or 10.9% greater than the 1987 estimate. On a net basis, the 1988 budget represents a $1,480.1 thousand or 8.7% increase.

The major reasons for the increase are: Salary and Fringe Benefit increases arising from additional manpower, both permanent and temporary; provision for increased Workers' Compensation costs; equipment purchases; increased maintenance costs of new police facilities; increased use of professional and technical services; increased cost of maintaining sports facilities; and increased costs due to addition of new parkland areas and Toronto Island improvements.

The recommended funding level reflects a reduction of $253.2 thousand as recommended by the Parks, Recreation & Property Committee.

3. Recommendations

3.1 It is recommended that:

3.1.1 prior to the submission of its 1989 operating budget, the department report to the Budget Sub-Committee member regarding the benefits of maintaining a central service area. It is further recommended that during 1988, the Department develop a formal policy regarding the replacement of all vehicles and equipment for review by the Budget Sub-Committee member;

3.1.2 the Department justify the use of consulting services for future operating budgets by detailing the reasons and benefits for requiring consultants' services;

3.1.3 during 1988 the Department undertake a joint study with staff of the Police Commission to assess the caretaking/maintenance requirements of the new Police Headquarters, and that the results of this study be submitted to the Budget Sub-Committee for review prior to the submission of the 1989 operating budget;

3.1.4 the Department reassess the profitability of ferry and charter service expansion after the 1988 experimental period taking into consideration the impact on administrative workload; and, that a report detailing all direct and indirect costs be submitted for review by the Parks, Recreation and Property Commitee prior to requesting approval for expansion of this service. In the future, it is further recommended that all potential costs be addressed and identified when evaluating new revenue-generating operations; and

3.1.5 the Treasury and Parks and Property Departments review the practicality of capturing fringe benefit costs for temporary staff to facilitate future determination of funding levels.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

3.2 Details of Recommended Reductions/(Increases)

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.1 Reductions/(Increases) by the Parks & Property Committee		
On January 26, 1988 the Parks, Recreation and Property Committee made the following adjustments to the Department's 1988 operating budget:		
R05, R12 Defer selected projects from the Corporation Renovations program	253.2	192.0
3.2.2 Permanent Staff Changes	18.5	18.5

The Department's request includes a net addition of 57 positions (67 additions, 10 deletions) to its establishment, distributed by division as follows:

	Additions	Deletions	Increase
Administration	12	3	9
Operations	51	5	46
Real Estate	3	1	2
Construction	1	1	0
	67	10	57

The 10 deletions represent the requested re-classification of 10 positions. All establishment changes were reviewed jointly with Personnel Department and staff of the Parks and Property Department.

In summary, funding for 52 net additions to the permanent establishment including 6 reclassifications are recommended to remain in the budget at this time.

		Reduction/(Increase)	
		Gross $	Net $
	The majority (43) of the recommended positions relate to maintenance staffing of new police facilities. 5 additional positions, including an Animal Control Officer have been recommended in other areas of the Operations Division. The remaining 6 recommended positions pertain to additional clerical and management staff in the Administration and Real Estate Divisions. Four reclassifications and 3 conversions from temporary have not been recommended. This results in a reduction of $18.5 thousand.		
3.2.3	Gapping	68.1	68.1
	The Department has provided a gapping allowance of 2.9% in 1988. Relative to previous years, this allowance appears to be reasonable. In addition, the Department has identified further gapping for the following positions: 2 Valuators/Negotiators - expected hiring date changed from January 1, 1988 to June 1, 1988; Deputy Commissioner - expected hiring date changed from January 1, 1988 to April 1, 1988; Manager of Real Estate - position vacated in December 1987 and expected to be filled in April 1988. The recommended reduction to the 1988 Salaries and Fringe Benefits resulting from gapping of these is $68.1 thousand.		

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

		Reduction/(Increase)	
		Gross	Net
		$	$
3.2.4	Temporary Staffing - Salaries & Fringe Benefits	480.0	480.0

1988 E $10,781.1; 1987 E $9,021.1; 1987 PA $8,845.8

The 1988 estimate for temporary payroll costs is $1,760.0 thousand or 19.5% above the 1987 estimate. The majority of this increase is attributed to 4 items:

- Additional staffing for new facilities and programs volume increase ($847.5 thousand)
- Provision of full fringe benefits for temporary employees with 1 year of aggregate service ($192.8)
- Provision of pension benefits for temporary staff as provided in the new Pension Reform Act expected to become legislation in 1988 ($480.0 thousand)
- Wage settlement of 4% ($239.5 thousand)

The provision of $480.0 thousand for pension coverage under the new act was based on the assumption that all temporary employees with the statutory qualifying periods would join the Corporation's pension plan.

Given the uncertainty surrounding the impact of this legislation on the Department, it is recommended that the amount of $480.0 thousand be deleted from the budget and provided for in the Corporate contingency account. This will effect both gross and net expenditures.

		Reduction/(Increase)	
		Gross $	Net $
3.2.5	Clerk's Department Charges	38.0	38.0

1988 E $41.1; 1987 E $3.0; 1987 PA $3.0

The Department's 1988 request of $41.0 thousand includes a $38.0 thousand charge by the Clerk's Department for the services of a senior records management analyst to implement recommendations made in a records management review conducted by the Clerk's Department.

A policy established during the 1987 budgetary process eliminated the practice of charging-back costs pertaining to records management services. The 1988 budgetary review of the Clerk's Department has reaffirmed this policy. It is therefore recommended that $38.0 thousand be deleted from the 1988 operating budget.

3.2.6	Machinery and Equipment - Office	60.7	60.7

1988 E $110.1; 1987 E $59.5; 1987 PA $55.4

The $110.1 thousand requested in the 1988 operating budget represents an 85% increase over the 1987 estimate. This is primarily attributed to the inclusion of new office automation and related equipment.

A review of the requested equipment has resulted in the deletion of a file server and three slave terminals. This deletion together with the application of the new office automation equipment pool policy results in a recommended reduction of $60.7 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.7 Other Professional and Technical Services - Administration	88.2	88.2

1988 E $220.2; 1987 E $212.1; 1987 PA $205.0

The requested amount of $220.2 thousand consists of a variety of projects and studies requiring more professional/technical expertise than is currently available in the Department. Approximately $68.2 thousand of this amount refers to unspecified studies and $20.0 thousand refers to a one-time study of University Avenue. Due to the contingent nature of these items, these requests are not supported at this time. A reduction of $88.2 thousand is therefore recommended.

	Gross $	Net $
3.2.8 Rental of Office Equipment (Non Phone) - Administration	3.6	3.6

1988 E $25.2; 1987 E $16.2; 1987 PA $17.2

The budget request for 1988 represents a 55.6% increase over the 1987 estimates and is primarily attributable to the leasing of a facsimile machine. A review of the charges in this area has resulted in a recommended reduction of $3.6 thousand.

	Gross $	Net $
3.2.9 Cars - Administration and Renovations	30.5	30.5

1988 E $43.0; 1987 E $0.0; 1987 PA $0.0

Estimates for this item included $15.0 thousand for the purchase of a new vehicle for the new Deputy Commissioner expected to be hired in 1988 and $28.0 thousand for the replacement of 2 vehicles in the Renovations Division. Priority reduction R01 identifies a gross reduction of $43.0 thousand for these items while

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
providing for the three vehicles through an increase in lease and repair costs of $12.5 thousand. The net reduction of $30.5 thousand is recommended.		
3.2.10 Other Professional and Technical Services - Real Estate	125.0	125.0

1988 E $262.3; 1987 E $179.2; 1987 PA $140.0

The 1988 request for Professional and Technical Services in the Real Estate Division reflects an increase of 46.0% over the 1987 estimate and 87.4% over the 1987 projected actuals. The estimate is comprised of the following items:

	Amount $
Teela Services	20.0
Per Diem Appraisers (ECR No. 26/87)	42.3
Metro Hall (Performance Requirements)	50.0
Residential Property Review	25.0
Sheppard Subway Extension Studies	125.0
Total	262.3

The $50.0 thousand allocated for Metro Hall represents the cost of preparing performance requirements for input into the detail design specs expected to be developed in 1988. The $25.0 thousand allocated to residential property review is for a study of the effect of the growing inequities in the rental structure of the Corporation's rented residential real estate assets.

The $125.0 thousand provided for studies for the Sheppard Subway extension pertains to the preparation of cost

	Reduction/(Increase)	
	Gross $	Net $

estimates for properties which will be affected by the extension. At this time it is uncertain whether the Province will commit resources to this project. An announcement regarding this issue is not expected until sometime later in 1988. Given the uncertainty surrounding the continuation of this project a reduction of $125.0 thousand is recommended. Should the Province's announcement indicates commitment to the project, the reinstatement of the $125.0 thousand in the Department's budget is recommended.

	Gross	Net
3.2.11 Other Professional and Technical Services - Property Management	15.7	15.7

1988 E $19.0; 1987 E $28.5; 1987 PA $3.1

Although the $19.0 thousand requested for the provision of Professional and Technical Services represents a decrease from the 1987 estimates, the estimate represents a 512.9% increase over projected actuals. Inclusion of this expenditure is difficult to recommend given the projected actual 1987 experience. Allowing for 4.5% inflation on the projected actual, a reduction of $15.7 thousand is therefore recommended.

	Gross	Net
3.2.12 Rental of Vehicle - Real Estate	3.0	3.0

1988 E $12.5; 1987 E $0.0; 1987 PA $0.0

The amount of $12.5 thousand provides for the leasing of 3 vehicles for the purpose of replacing an existing car used by the Director of the Division and providing 2 new vehicles for managerial employees currently using their own vehicles on a mileage recovery basis.

	Reduction/(Increase)	
	Gross $	Net $
With the addition of these vehicles the Department has agreed to a reduction of $3.0 thousand in mileage costs.		
3.2.13 Equipment - Operating General and Central Services	60.1	60.1

1988 E $655.5; 1987 E $551.9; 1987 PA $568.8

The budget request for 1988 reflects an increase of 18.8% or $103.6 thousand over the 1987 estimate. Major contributors to this increase are purchases of new and replacement agricultural equipment and trucks for new and existing parklands and the beach cleaning program.

Given the significant overall increase in its budget, the Department has reviewed its request in this area and indicated that a reduction of $60.1 thousand in this area is possible. This reduction is recommended.

A review and comparison of the justification report for new and replacement equipment with previous years has disclosed that purchases of specific equipment for designated areas have been steadily increasing despite the establishment of a central service area. In establishing a central service area it was expected that savings in fleet maintenance costs and equipment purchases would result. This does not appear to have happened. It is therefore recommended that Department assess and report on the benefits of the central service area to the Budget Sub-Committee member prior to the submission of 1989 operating budget. It is further recommended that during 1988 the Department develop a formal policy regarding the replacement of all vehicles and equipment for review by the Budget Sub-Committee member.

	Reduction/(Increase)	
	Gross $	Net $
3.2.14 Other Professional and Technical Services - General Operations and Central Services	15.0	15.0

1988 E $55.0; 1987 E $38.3; 1987 PA $53.0

The budget request for professional services represents a 43.6% increase over the 1987 estimate and a 3.8% increase over 1987 projected actuals.

Details supporting this request have not been provided. On this basis, a reduction of $15.0 thousand to the 1988 estimate is recommended. This would effectively reduce the request to the 1987 estimate level inflated by 4.5%.

In consideration of Council's concern regarding the increasing use of consulting services, it is recommended that the Department jusfity its request for consulting services in future operating budgets by providing a list of projects to be worked on by consultants, expected consulting costs for each project, and reasons/benefits for hiring external services.

	Gross $	Net $
3.2.15 Maintenance of General Parklands	191.2	191.2

1988 E $10,573.5; 1987 E $9,234.5; 1987 PA $9,237.5

The requested estimate for the General Parklands appropriation represents a 14.5% increase or $1,336.0 thousand over the 1987 estimate. Since the revenue component for this area is small, approximating $69.2 thousand in 1988, the impact of a gross expenditure increase translates equally to the net expenditure basis. The major items contributing to the increase are as follows:

	Reduction/(Increase)	
	Gross	Net
	$	$

- Toronto Island Parkland Improvements ($235.0 thousand) - erosion control at Olympic Island, refurbishing boardwalks, paving of center dock plaza, general upgrading, pier repairs, refurbishing maze, asphalting at the service yard, and general landscaping
- Beare Road Landfill Site - initiations of general grounds maintenance
- Hinder Estate
- Toronto Brickworks
- Rosetta McLain Gardens
- Colonel Sam Smith Park and marina at Bluffers Park
- Boundary Fencing in both the Central and Eastern Divisions

Following a review of several sundry projects, a reduction of $191.2 thousand is recommended.

		Gross	Net
3.2.16	Natural Gas - Caretaking and Maintenance	113.0	113.0

1988 E $765.9; 1987 E $614.5; 1987 PA $509.5

Natural gas charges are expected to increase by 2% in 1988. Applying this rate to the 1987 projected actuals including allowances for the new police facilities, a reduction of $113.0 thousand in gross and net expenditures is recommended.

	Reduction/(Increase)	
	Gross $	Net $
3.2.17 Old City Hall	41.0	41.0

3.2.17 Old City Hall

1988 E $1,784.5; 1987 E $1,675.2; 1987 PA $1,635.3

The increase of 6.5% or $109.3 thousand over 1987 estimates is primarily attributed to increases in salaries and fringe benefit costs. Included in the estimate is $231.7 thousand relating to steam heating costs representing an increase of 4.5% over 1987. Following a review of the most recent actuals, staff of the Department have reassessed the estimate resulting in a reduction of $41.0 thousand.

	Gross $	Net $
3.2.18 86 Lombard Street	11.9	11.9

3.2.18 86 Lombard Street

1988 E $11.9; 1987 E $11.5; 1987 PA $13.4

In 1988 these facilities are being leased to an external party who will be responsible for all utility costs. A reduction of $11.9 thousand is therefore recommended.

	Gross $	Net $
3.2.19 Sports and Other Activities	34.1	34.1

3.2.19 Sports and Other Activities

1988 E $4,046.3; 1987 E $3,623.7; 1987 PA $3,655.6

An increase of 11.7% over the 1987 estimate has been projected for the 1988 expenditures in this area. Major contributors to this increase are: Phase III irrigation improvements to the Don Valley and Dentonia Park Golf Courses, new costs arising from the opening of the new theatre at Earl Bales Park, enhanced operations at Sunnybrook Restaurant, clubhouse improvements at the Humber Valley Golf Course and increased landscaping costs at various sportsfields and golf courses throughout Metro

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $

Toronto. The Department has identified priority reductions of $19.0 thousand in this area. In addition, priority reductions R05 and R12 recommended by the Standing Committee result in the deletion of $15.1 thousand for the Humber Valley Golf Clubhouse improvements identified here. The total recommended reduction is therefore $34.1 thousand.

		Gross $	Net $
3.2.20	Old City Hall - Rental Revenue	-	290.0

1988 E $4,000.0; 1987 E $4,000.0; 1987 PA $4,000.0

Subsequent to the preparation of the 1988 budget, the Department has, based on more recent information resulting from lease negotiations with the Province, projected an additional $290.0 thousand in revenues for 1988. This is attributable to revised market rates.

		Gross $	Net $
3.2.21	Renovations - Police Tenant-Initiated	135.0	-

1988 E $802.2; 1987 E $1,172.3; 1987 PA $969.7

The 1988 estimate for the renovations undertaken by Parks and Property includes: the upgrading of female washrooms, ventilation improvements, electrical enhancements and construction of 2 boathouses. A reduction of $135.0 thousand pertaining to the construction of 2 boathouses in Scarborough and Etobicoke has been recommended during the review of the Police budget. This translates to a reduction in gross expenditure in the Parks and Property Department.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.22 Renovations - Ambulance Services Tenant-Initiated	10.0	-

1988 E $50.0; 1987 E $38.0; 1987 PA $22.9

Through analysis of the Ambulance Services Department's budget, a reduction of $10.0 thousand to their renovations estimate was identified. This change results in a reduction of $10.0 thousand to the Parks and Property Department's gross estimate while the net estimate remains unaffected.

3.2.23 Recoveries from the Police Commission	100.0	(188.2)

1988 E $9,908.6; 1987 E $8,528.3; 1987 PA $8,201.3

The 1988 Estimate comprises $7,982.0 thousand for caretaking and maintenance charges, $1,124.4 thousand for various property initiated renovations and associated overhead costs, and $802.2 thousand for tenant-initiated renovations. The Estimate represents an increase of $1,380.3 thousand or 16.2% over the approved 1987 level.

This is attributable largely to the need to provide caretaking and maintenance for the new Police Headquarters and for the new No. 12 and No. 42 Division stations which are to commence operation in 1988.

Subsequent to a reassessment of projected caretaking/maintenance recovery from Police Commission, Department staff identified a total reduction of $188.2 thousand relating to Police facilities at 590 Jarvis, 135 Davenport, 60 Richmond, 305-311 Greenfield, and the New No. 12 Division station and a reduction of $100.0 thousand in gross expenditures for the new Police headquarters. The

	Reduction/(Increase)	
	Gross $	Net $

reduction in recoveries has the effect of increasing the Department's net expenditure by the same amount. The latter item, while reducing gross expenditures has no effect on net expenditure as it would otherwise be fully recoverable.

A total of $1,482.0 thousand of the Estimate is allocated to the caretaking/maintenance provision for the new Headquarters building. Approximately 62.4% of the funding is for various materials, supplies and services. The remainder is for salaries and benefits for 31 staff, most of which, i.e. 28, will commence operations in June.

Given the magnitude of the costs and the lack of actual experience with this building and its own specific characteristics, it is recommended that a joint report prepared by Parks and Property and Police staff be submitted to the Budget Sub-Committee prior to submission of the 1989 Operating Estimates which details/justifies the caretaking/maintenance requirements of this facility and identifies the annualized costs.

	Gross	Net
3.2.24 General Operations & Central Services - Tree Planting	100.0	-

An amount of $433.8 thousand has been budgeted for tree-planting along Metro roads recoverable from the Roads & Traffic Department. Following the review of the budget for Roads & Traffic a reduction of $100.0 thousand for this project has been recommended. Accordingly, a reduction in gross expenditures for the Parks & Property Department is recommended.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.3.1 Ferry Charters and Cruises	(520.0)	27.0

3.3. Budget Additions

A number of items were omitted from the budget submission and the Department has subsequently requested the inclusion of funding for these items in the 1988 Operating Budget. A review of these additional requests have resulted in the following recommendations:

3.3.1 Ferry Charters and Cruises

In November 1987, Council authorized the Parks and Property Department to introduce, on an experimental basis, Departmentally operated day-time cruises and evening charters around the harbour for the public. To fund the new services the Department requested the addition of $520.0 thousand in expenditures in the 1988 budget. As well, the Department is forecasting additional revenues of $547.0 thousand which are expected to result from the provision of this service. This results in an increase of $520.0 thousand in gross expenditures. However, the additional revenues results in a reduction in net expenditures of $27.0 thousand.

While on the surface the in-house operations seem to be profitable, the impact on administrative workload does not appear to have been addressed. This additional operation has warranted the hiring of other temporary staff. Given the possibility of further pressure on operations, it is recommended that following the experimental period of providing expanded ferry and charter services, the Department reassess the profitability of the operations, including the administrative impact, and, that a report

	Reduction/(Increase)	
	Gross $	Net $

outlining all direct and indirect costs be submitted for review to the Parks, Recreation and Property Committee prior to expanding the service. In the future, the Department should ensure that all potential costs are considered when proposing new endeavours.

	Gross $	Net $
3.3.2 Carry Forward of Funding for 1987 Projects	(74.9)	(74.9)

The Department has requested the addition of $74.9 thousand to its 1988 budget as a result of construction projects approved and initiated in 1987 but which cannot be completed until 1988. Without this increase the Department is concerned that there may not be sufficient funds to meet later payment obligations.

	Gross $	Net $
3.3.3 Park Brochure Artwork	(8.0)	(8.0)

An amount of $8.0 thousand has been requested for the completion of park brochure work and bicycle trail map initiated and approved by Council in 1987. It is recommended that funds be provided for this item in the 1988 operating budget.

	Gross $	Net $
3.3.4 Demolition of Lackie's Marina	(4.5)	(4.5)

Due to the inability to complete site restoration at Lackie's Marina by the end of 1987, as expected, work totalling $4.5 thousand remains outstanding. The Department is requesting that this item be re-budgeted for 1988.

	Reduction/(Increase)	
	Gross $	Net $
3.3.5 Economic Summit	(64.0)	(64.0)

On January 19, 1988, Council approved $64.0 thousand for the beautification of University Avenue in preparation for the Economic Summit conference to be held during the summer of 1988. The Department is now requesting that this amount be added to the 1988 operating budget.

3.3.6 Forest Valley Day Camp	-	218.0

As a result of a recent acquisition by the Metro Toronto Conservation Authority of the Forest Valley Day Camp, the Department is anticipating annual revenues of approximately $218.0 thousand resulting from leasing of these facilities to the North York Board of Education. Since the receipt of these revenues are expected to start immediately, the inclusion of the additional revenue in the Department's operating budget is recommended. This has the effect of reducing net expenditures by an equivalent amount.

3.3.7 Concession Revenue	-	116.7

Following a review of actual year-end results, the Department has revised its estimate of concession revenues to reflect an additional amount of $116.7 thousand for 1988, with a corresponding decrease in net expenditure.

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.3.8	Energy Grants	-	25.0

The Department has recently received approval of $25.0 thousand in energy grants from the province during 1988. The addition of this extra revenue item to the 1988 operating is therefore recommended.

	Gross $	Net $
Total Reductions	1,324.4	1,926.7

4. Other Comments

The Department has had difficulties in preparing and monitoring fringe benefit cost estimates for temporary staff. This has been primarily the result of the inability to obtain more detailed temporary staffing information and costs from the corporate accounting and payroll systems. To facilitate the future determination of funding levels and better monitor costs, it is recommended that the Treasury and Parks & Property Departments review the practicality of capturing temporary fringe benefit costs on a periodic basis.

THE MUNICIPALITY OF METROPOLITAN TORONTO

[illegible]

Form No. MT 14

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: PARKS & PROPERTY DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER MORRISH

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Reduction/(Increase) Less: Revenue	Reduction/(Increase) Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	46,485.6	+14.2
3.2.2	–	Permanent Payroll Costs'	18.5		18.5	[redacted]	[redacted]
3.2.3	–	Gapping of New Staff	68.1		68.1	[redacted]	[redacted]
3.2.4	–	Pension Benefits for Temporary Staff	480.0		480.0	[redacted]	[redacted]
3.2.5	–	Clerk's Department Charges	38.0		38.0	[redacted]	[redacted]
3.2.6	–	Office Automation Equipment Charges	60.7		60.7	[redacted]	[redacted]
3.2.7	–	Professional Technical Services	88.2		88.2	[redacted]	[redacted]
3.2.8	–	Rental Charges - Office Equipment	3.6		3.6	[redacted]	[redacted]
3.2.9	R01	Replacement of 2 Vehicles	30.5		30.5	[redacted]	[redacted]
3.2.10	R05,R12	Services & Rents - Renovations	253.2	61.2	192.0	[redacted]	[redacted]
3.2.11	–	Sheppard Subway Extension Studies	125.0		125.0	[redacted]	[redacted]
3.2.12	–	Professional & Technical Services	15.7		15.7	[redacted]	[redacted]
3.2.13	–	Mileage Costs	3.0		3.0	[redacted]	[redacted]
3.2.14	R14	Purchases of New Equipment	60.1		60.1	[redacted]	[redacted]
3.2.15	–	Professional & Technical Services	15.0		15.0	[redacted]	[redacted]
3.2.16	–	Sundry projects - Parklands	191.2		191.2	[redacted]	[redacted]
3.2.17	–	Gasoline Charges	113.0		113.0	[redacted]	[redacted]
3.2.18	–	Steam Heating - Old City hall	41.0		41.0	[redacted]	[redacted]
3.2.19	–	All Costs - 86 Lombard	11.9		11.9	[redacted]	[redacted]
3.2.20	R08	Extent of New Parks Projects	34.1		34.1	[redacted]	[redacted]
3.2.21	–	Rental Revenue - Old City Hall		(290.0)	290.0	[redacted]	[redacted]
Total							

THE MUNICIPALITY OF METROPOLITAN TORONTO
[illegible]

Form No. MT 14

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: PARKS & PROPERTY DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER MORRISH

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]		
3.2.22	-	Police-Tenant Initiated Renovations	135.0	135.0		[redacted]	[redacted]
3.2.23	-	Ambulance Services Tenant Initiated Reno.	10.0	10.0		[redacted]	[redacted]
3.2.24	-	Recoveries - Police Commission		188.2	(188.2)	[redacted]	[redacted]
3.2.24	-	Police-Caretaking & Maintenance	100.0	100.0		[redacted]	[redacted]
3.2.25	-	Tree Planting - Roads & Traffic	100.0	100.0		[redacted]	[redacted]
3.3.1	-	Ferry Charter Operations	(520.0)	(547.0)	27.0	[redacted]	[redacted]
3.3.2	-	Carry Forward 1987 Projects	(74.9)		(74.9)	[redacted]	[redacted]
3.3.3	-	Park Brochure Funding	(8.0)		(8.0)	[redacted]	[redacted]
3.3.4	-	Demolition Costs - Lackies' Marina	(4.5)		(4.5)	[redacted]	[redacted]
3.3.5	-	Economic Summit Costs	(64.0)		(64.0)	[redacted]	[redacted]
3.3.6	-	Revenues - Forest Valley Day Camp		(218.0)	218.0	[redacted]	[redacted]
3.3.7	-	Concession Revenues		(116.7)	116.7	[redacted]	[redacted]
3.3.8	-	Energy Grants		(25.0)	25.0	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			1,324.4	(602.3)	1,926.7	45,161.2	10.9

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: PLANNING DEPARTMENT

PROGRAM OR APPROPRIATION	In $000's to one decimal place 1988 ESTIMATE	 1987 ESTIMATE	 1987 ACTUAL
CENTRAL SERVICES DIVISION	1,220.6	1,211.2	1,216.1
POLICY DEVELOPMENT DIVISION	547.4	498.2	460.6
RESEARCH DIVISION	985.2	854.4	817.7
DEVELOPMENT CONTROL DIVISION	505.8	468.3	462.7
TRANSPORTATION	880.5	879.8	866.6
TRAVEL BEHAVIOUR STUDY	0.0	149.5	152.0
Gross Expenditure	4,139.5	4,061.4	3,975.7
Less Reimbursement Credits:			
Provincial Subsidy	98.7	223.8	235.9
Other Revenue	26.0	99.9	104.2
Total Reimbursement Credits	124.7	323.7	340.1
Net Expenditure	4,014.8	3,737.7	3,635.6

THE MUNICIPALITY OF METROPOLITAN TORONTO

Form No. MT 13

BUDGET SUBCOMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY:	PLANNING DEPARTMENT
REVIEWED BY:	CONTROLLER YUILL — (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	4,351.2	4,061.4	+289.8	+7.1
	Reductions by the Economic Development and Planning Committee	167.4			
	Budget Recommended by the Economic Development and Planning Committee	4,183.8	4,061.4	+122.4	+3.0
	Other Recommended Reductions	44.3			
	Recommended Funding	4,139.5	4,061.4	+78.1	+1.9
1.2	Net Expenditure				
	Budget Request	4,171.5	3,737.7	+433.8	+11.6
	Reductions by the Economic Development and Planning Committee	112.4			
	Budget Recommended by the Economic Development and Planning Committee	4,059.1	3,737.7	+321.4	+8.6
	Other Recommended Reductions	44.3			
	Recommended Funding	4,014.8	3,737.7	+277.1	+7.4

1.3 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	57	57	56
Net Additions/(Deletions)	0	0	1
Total Establishment	57	57	57

2. Overview

The 1988 recommended gross expenditure of $4,139.5 thousand is $78.1 thousand or 1.9% greater than the 1987 approved estimate. The number of Transportation Studies performed by the Department is anticipated to decrease substantially in 1988. The effect of this decrease is reflected in the 1.9% increase over last year's approved estimate.

On a net basis, the increase is $277.1 thousand or 7.4%. Provincial subsidy has decreased because Transportation Studies have decreased. The Department has increased expenditures in the research area which are not cost recoverable. This accounts for the 5.5% difference between the gross percentage increase and the net percentage increase.

3. Recommendations

3.1 It is recommended that the Planning Department prepare for the 1989 budget cycle an "automation report" on the Department's systems objectives as they pertain to particular programs.

3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase)	
	Gross $	Net $
3.2.1 Review of the Economic Development and Planning Committee	167.4	112.4

The Budget Sub-Committee of the Economic Development and Planning Committee reviewed the Planning Department's 1988 budget submission on January 8, 1988. The Sub-Committee recommended the following reductions/(increases):

			Reduction/(Increase)	
			Gross $	Net $

	Gross $	Net $
Spadina Transit Community Impacts Study	50.0	25.0
Building Statistics Data Bank	34.7	34.7
Finch East Study	40.0	10.0
Script Writer	3.0	3.0
Documentor System	27.5	27.5
Microfiche Reports	12.2	12.2
Total Reductions	167.4	112.4

		Gross $	Net $
3.2.2	Permanent Salaries	3.1	3.1

1988 E $2,540.8; 1987 E $2,442.0; 1987 PA $2,438.5

The Planning Department has requested the reclassification of the Supervisor, Research to Project Manager, Research. Personnel has not recommended the reclassification. It is therefore recommended that this item be reduced by the net cost of the reclassification ($3.1 thousand).

The Department is in the process of a reorganization of the divisions and the distribution of responsibilities. Any recommendations as a result of this process will be reviewed for consideration in the Fall Window.

		Gross $	Net $
3.2.3.	Alternate Rates	7.6	7.6

1988 E $12.6; 1987 E $6.3

Based on a review of the alternate rate calculations, it is recommended that this item be reduced $3.8 thousand in Central Services and $3.8 thousand in Development Control.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.4 Equipment Purchases	20.4	20.4

1988 E $99.8; 1987 E $21.0; 1987 PA $24.9

In accordance with MSD's automation equipment pool pilot project, the lease of 3 micro computers and 3 printers for 8 months would cost $4.6 thousand. Therefore, this item may be reduced by $9.4 thousand.

The Department has requested a Documentor System to aid in the preparation of reports. It is recommended that this item be deferred to next year pending the results of the consultant's study on the appropriate hardware and software direction of the Clerk's Department. This would result in a $12.5 thousand reduction. As an alternative, it is recommended that $1.5 thousand be added to the Planning Department's budget to purchase desktop publishing software.

	Gross $	Net $
3.2.5 Furniture	0.7	0.7

1988 E $21.4; 1987 E $4.5; 1987 PA $6.2

Based on a review of the list of furniture requirements, it is recommended that 3 of the 7 office chairs requested for the Director of Research be deleted ($0.7 thousand).

		Reduction/(Increase)	
		Gross $	Net $
3.2.6	Office Materials and Supplies 1988 E $16.7; 1987 E $16.0; 1987 PA $16.0 Based on revised projected actuals, it is recommended that this item be reduced by $1.0 thousand.	1.0	1.0
3.2.7	File Storage 1988 E $5.0; 1987 E $5.0; 1987 PA $3.0 Based on trends in file storage costs, it is recommended that this item be reduced by $1.0 thousand.	1.0	1.0
3.2.8	MSD - Administrative Systems (Research) 1988 E $388.2; 1987 E $240.5; 1987 PA $240.5 MSD staff have advised that the savings associated with the purchase of a mainframe laser printer will permit a reduction in 1988 batch processing charges from the City of Toronto. It is recommended that this item be reduced $10.5 thousand to reflect this savings.	10.5	10.5
	Total Reduction	211.7	156.7

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REDUCTIONS/(INCREASES)

($000's)

DEPARTMENT OR AGENCY: PLANNING DEPARTMENT

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER YUILL

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)				4,351.2	+7.1
3.2.1	R01,R02, R03,R04, R05,R14	Per Planning Committee	167.4	55.0	112.4		
3.2.2		Permanent Salaries	3.1		3.1		
3.2.3		Alternate Rates	7.6		7.6		
3.2.4	R01	Equipment Purchases	20.4		20.4		
3.2.5		Furniture	0.7		0.7		
3.2.6		Office Materials & Supplies	1.0		1.0		
3.2.7		File Storage	1.0		1.0		
3.2.8		EDP Charges (Research)	10.5		10.5		
Total			211.7	55.0	156.7	4,139.5	+1.9

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 06**
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: REDEVELOPMENT

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
TREFANN COURT	0.0	0.5	0.0
SCARBOROUGH ONIP	27.2	39.0	31.0
CITY OF TORONTO ONIP	1.2	17.3	17.5
YORK ONIP	27.5	60.0	60.0
EAST YORK ONIP	63.1	88.5	49.0
Gross Expenditure	119.0	205.3	157.5
Less Reimbursement Credits:			
Sundry Revenue	0.0	0.5	0.1
Net Expenditure	119.0	204.8	157.4

MUNICIPALITY OF METROPOLITAN TORONTO		Form No. MT 13
DEPARTMENT OR AGENCY:	REDEVELOPMENT	
REVIEWED BY:	CONTROLLER YUILL	(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	114.6	205.3	-90.7	-44.2
	Recommended Increase	(4.4)			
	Recommended Funding	119.0	205.3	-86.3	-42.0
1.2	Net Expenditure				
	Budget Request	114.6	204.8	-90.2	-44.0
	Recommended Increase	(4.4)			
	Recommended Funding	119.0	204.8	-85.8	-41.9

2. Overview

The recommended gross expenditure of $119.0 thousand is $86.3 thousand or 42.0% lower than the 1987 approved estimate. The decrease is due to several projects being substantially completed in 1987 with a small outstanding balance of the Metro commitment being budgeted for payment in 1988.

The recommended net expenditure is $85.8 thousand or 41.9% lower than the 1987 approved estimate.

3. Recommendations

A recent review of the actual expenditures of the Scarborough ONIP indicate that 1987 spending was less than anticipated. As a result, additional funds will be required to complete the Oakridge project in 1988. An increase of $4.4 thousand is recommended.

[illegible] TORONTO

Form No. MT 14

DEPARTMENT OR AGENCY: [illegible]

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER YUILL

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimate (Base [illegible])				114.6	-42.7
3.1		S[illegible] UNIT	(4.4)		(4.4)		
Total			(4.4)		(4.4)	119.0	-42.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: SUNDRY AT LARGE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Pension Liability Funds			
METRO TORONTO PENSION PLAN	1,646.8	2,152.0	2,152.0
OTHER CIVIC PENSION PLANS	218.3	218.3	217.3
	1,865.1	2,370.3	2,369.3
Purchased Services			
CITY OF TORONTO PURCHASING DIVISION	1,387.3	1,233.0	1,179.7
CITY OF TORONTO FAIR WAGE OFFICER	73.3	72.6	70.0
CITY OF TORONTO MAIL ROOM	102.3	90.4	98.4
PARKING TAG PROCESSING COSTS	1,043.9	958.8	956.6
METRO POLICE FORCE COMPLAINTS BUREAU	653.4	661.3	665.9
RENTAL OF SERVICE AREAS	149.7	204.7	120.0
	3,409.9	3,220.8	3,090.6
Financial Items			
INTEREST ON TEMPORARY FINANCING	6,300.0	4,900.0	6,070.8
PROVISION FOR RESERVE - MAJOR EXPENDITURE VARIATIONS	0.0	277.3	277.3
PROVISION FOR RESERVE FUND - COVERED STADIUM AND MULTI-PURPOSE FACILITY	7,200.0	7,200.0	7,200.0
PROVISION FOR RESERVE - ARBITRATION AND LEGISLATION CONTINGENCY	0.0	7,000.0	7,000.0
DEBENTURE REDEMPTION RESERVE	2,000.0	5,000.0	5,000.0
PROVISION FOR RESERVE FUND - CAPITAL COSTS OF METRO HALL	30,000.0	0.0	15,000.0
PROVISION TO RESERVE - LEASING AUTOMATED OFFICE EQUIPMENT	726.9	0.0	0.0
	46,226.9	24,377.3	40,548.1
Miscellaneous Items			
INSURANCE AND PUBLIC LIABILITY	9,986.4	10,066.5	10,066.5
SHARE OF GENERAL TAX DEFICIENCIES	14,600.0	14,100.0	16,898.9
SUNDRY ITEMS - OTHER EXPENSES	40.0	70.0	73.9
MANAGEMENT COMPENSATION REVIEW	0.0	0.0	48.0
BENEFITS RE EARLY RETIREMENT	207.0	74.8	133.8
BLUFFER'S PARK MARINA LANDSCAPING	0.0	100.0	0.0
CENTREX III	167.3	424.9	267.2
RECEPTION OF DISTINGUISHED VISITORS	100.0	0.0	0.0
ECONOMIC SUMMIT	304.0	0.0	0.0
	25,404.7	24,836.2	27,488.3
Sub-Total	76,906.6	54,804.6	73,496.3
CONTINGENCY	40,394.0	24,166.1	0.0
Total Sundry at Large	117,300.6	78,970.7	73,496.3

March 28, 1988

SUNDRY AT LARGE

MAYOR TONKS

(In $000's)

Amendment to the Budget Sub-Committee Member's Review Report (see page 1)

The Budget Sub-Committee at its meeting of March 25, 1988, recommended that the 1988 Contingency Estimate in the Sundry at Large account as contained in the Budget Sub-Committee Member's Review Report be decreased by $75.0 thousand.

The above recommendation results in the following revised 1988 Estimate.

	1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
	$	$	$	%
Gross/Net Expenditure				
Gross/Net Expenditure as Shown in Review Report	117,375.6	78,970.7	+38,404.9	+48.6
Recommended Reduction	75.0			
Revised Gross/Net Expenditure	117,300.6	78,970.7	+38,329.9	+48.5

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: SUNDRY AT LARGE

REVIEWED BY: MAYOR TONKS (In $000's)

1. 1988 Estimate Comparison

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
Budget Request Excluding Contingency	56,100.6	54,804.6	+1,296.0	+2.4
Contingency	43,969.0	24,166.1	+19,802.9	+81.9
Total Request	100,069.6	78,970.7	+21,098.9	+26.7
Recommended Funding Excluding Contingency	76,906.6	54,804.6	+22,102.0	+40.3
Recommended Funding Contingency	40,469.0	24,166.1	+16,302.9	+67.5
Total Recommended	117,375.6	78,970.7	+38,404.9	+48.6

2. Overview

The Sundry at Large budget contains items of a corporate nature which fall beyond the responsibilities of any particular department, board, agency or commission.

Excluding Contingency, the 1988 request is $1,296.0 thousand or 2.4% above the 1987 approved estimate. Changes in provisions to reserves are responsible for the minor overall increase.

The increase in the overall preliminary Sundry at Large budget is predominantly due to the growth in the Corporate Contingency Account. The 1987 Estimate of $24,166.1 thousand reflects the Contingency allocation net of salary settlement adjustments. Due to the two year wage settlement for Metro departments and the Zoo, salaries have been budgeted in their respective departmental estimates. However, funds for salary settlements for the Metro Toronto Police Force and the Metro Toronto Library Board are contained in the 1988 Contingency estimate. These funds are responsible for the increase in the Corporate Contingency Account, which in turn enlarges the overall Sundry at Large budget.

Adjustments contained in this report result in a recommended funding level of $117,375.6 thousand or 48.6% over 1987.

2.1 1987 Contingency

The approved 1987 Contingency of $50,105.7 thousand was reduced by salary and fringe benefit transfers totalling $25,939.6 thousand, resulting in a net figure of $24,166.1 thousand. A further $18,518.3 thousand was authorized by Council to be transferred to various deparments in order to fund other additional expenditures incurred by and charged to those departments. The balance remaining in the 1987 Contingency Account after year-end transfers will become part of the 1987 corporate surplus.

3. Recommendations

It is recommended that:

(i) during 1988, Metro share 63.0% of the cost of the City of Toronto Purchasing Division based on the proportion of vouchers issued on behalf of Metro and that during 1988, the Metropolitan Treasurer evaluate alternate cost sharing arrangements (see page 3);

(ii) a Reserve for Leasing Automated Office Equipment be established to finance all costs and receive all revenue associated with the operation of the Office Automation Equipment Pool (see page 7); and

(iii) the Metropolitan Treasurer review the allocation of liability charges to ensure that all appropriate costs are fully charged to the insured departments based on their risk and/or claims experience (see page 8).

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

3.1 Details of Recommended Reductions/(Increases)

Reduction/(Increase)
Gross/Net
$

PENSION LIABILITY FUNDS

This heading includes Metropolitan Toronto's liability for improvements in pension fund benefits to eligible employees of these funds.

3.1.1 Metro Toronto Pension Plan 505.2

1988 E $2,152.0; 1987 E $2,152.0; 1987 PA $2,152.0

In 1978, Council approved 15 annual installments to improve pension benefits under this plan. The actuary for the plan has certified that $505.2 thousand in surplus funds are available to reduce the 1988 provision to $1,646.8 thousand.

PURCHASED SERVICES

This heading includes services which Metro either purchases or cost shares.

3.1.2 City of Toronto Purchasing Division 19.9

1988 E $1,407.2; 1987 E $1,233.0; 1987 PA $1,179.9

The 1988 Estimate covers costs incurred through the Corporation's use of the City of Toronto Purchasing Division. City staff have revised the 1988 etimate to $1,387.3 thousand. It is recommended the estimate be reduced by $19.9 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13
	Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
In 1986, the cost sharing arrangement was reviewed and it was recommended that the present cost sharing arrangement be continued until December 31, 1987, to enable the Purchasing Division to collect information to form the basis of future cost sharing. This material was not submitted in sufficient time to renegotiate the cost sharing for 1988. It is recommended that during 1988, Metro cost share 63.0% of the Purchasing Division's expenses based on the proportion of vouchers issued on behalf of Metro, and that during 1988, the Metropolitan Treasurer evaluate alternate cost sharing arrangements.	
3.1.3 City of Toronto Fair Wage Officer	(5.2)
1988 E $68.1; 1987 E $72.6; 1987 PA $70.1	
Metro pays one-half of specified costs of the City of Toronto's Fair Wage Officer. City staff have revised the 1988 estimate to $73.3 thousand. It is recommended the estimate be increased by $5.2 thousand.	
3.1.4 City of Toronto Mail Room	1.9
1988 E $104.2; 1987 E $90.4; 1987 PA $98.4	
Based on more current estimates, it is recommended the 1988 Estimate be reduced by $1.9 thousand to $102.3 thousand.	

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

3.1.5 Parking Tag Processing Costs

(601.3)

1988 E $442.6; 1987 E $958.8; 1987 PA $956.6

Prior to 1987, Metro reimbursed the Ministry of the Attorney General for all costs incurred in the processing of parking tags. The introduction of new legislation will transfer this responsibility to the municipality. In 1987, the Metropolitan Treasury Department assumed responsibility for handling parking tag related inquiries. Full transfer of processing responsibility is anticipated on July 1, 1988, and the funds requested assume takeover at that time. Experiences in other municipalities which have assumed this function, suggest that full takeover by Metro may be delayed until October 1, necessitating the purchase of additional service from the Ministry of the Attorney General during 1988. In anticipation of this eventuality, Treasury staff have requested the Estimate be increased by $218.3 to $660.9 thousand.

In 1988 the Corporation will assume responsibility for bank charges incurred in processing parking tag payments. Previously these charges were deducted from parking tag revenues. The $383.0 thousand charge will be offset by an equivalent increase in parking tag revenue. It is recommended that the estimate be increased by a further $383.0 thousand to $1,043.9 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

3.1.6 Rental of Service Areas — 58.1

1988 E $207.8; 1987 E $204.7; 1987 PA $120.0

This item contains Metro's share of the cost of certain common areas in the new City Hall and all Metropolitan parking spaces. Recalculation of parking space charges produces a final expense of $149.7 thousand. It is recommended the estimate be reduced by $58.1 thousand to $149.7 thousand.

FINANCIAL ITEMS

3.1.7 Interest on Temporary Financing — 700.0

1988 E $7,000.0; 1987 E $4,900.0; 1987 PA $6,064.4

This appropriation contains funds for interest charges paid for short term borrowing. The estimate has been revised based on the most current interest rate projections and it is recommended that the estimate be decreased by $700.0 thousand to $6,300.0 thousand.

3.1.8 Reserve for Debenture Redemption — (2,000.0)

1988 E $0.0; 1987 E $5,000.0; 1987 PA $0.0

This reserve was established for the purpose of redeeming debentures where such redemptions offered financial advantage to the Corporation.

Nearly all the initial provision will be expended by year end. To minimize the impact of reimbursing the reserve to finance 1989 redemptions, a partial provision of $2,000.0 thousand is recommended in 1988.

Reduction/(Increase)
Gross/Net
$

3.1.9 Reserve for Leasing Automated Office Equipment (726.9)

1988 E $0.0; 1987 E $0.0; 1987 PA $0.0

On January 19, 1988, Council approved (E.C.R. 1/6) a pilot Office Automation Equipment Pool for the centralized purchase and maintenance of automated office equipment to be leased by Metropolitan Departments. A sum of $500.0 thousand was identified for the purchase of equipment in 1988.

The budget review of M.S.D. recommended that, due to the corporate nature of this program, establishing a reserve in the Sundry at Large Budget was the most appropriate financing for this program. Also based on the recommended purchases, a total of $726.9 thouand will be required to purchase new equipment approved as part of the 1988 Estimates.

It is recommended that a Reserve for Leasing Automated Office Equipment be established to finance all costs and receive all revenue associated with the Office Automation Equipment Pool approved by Council on January 19, 1988, and that a provision of $726.9 thousand be made to the reserve in 1988.

3.1.10 Reserve to Fund Capital Costs of Metro Hall (15,000.0)

1988 E $15,000.0; 1987 E $0.0; 1987 PA $15,000.0

At its meeting of October 30, 1987, Metropolitan Council adopted the recommendation to establish a new headquarters for the Metropolitan Corporation. At that time, the Metropolitan Treasurer was directed to review

Reduction/(Increase)
Gross/Net
$

financing alternatives to meet the capital costs of the proposed Metro Hall. On December 8, 1987, Council adopted (E.C.R. 32/87) the Commissioner of Finance's recommendation to establish a reserve to fund the anticipated cost of Metro Hall. A $15,000.0 thousand provision was approved in 1987 and consideration of a $15,000.0 thousand provision to the reserve in 1988 was referred to the Budget Sub-Committee.

A well endowed reserve appears the most effective alternative financing strategy for the Corporation and should continue to be pursued. It is therefore recommended that the preliminary estimate be increased by $15,000.0 thousand to $30,000.0 thousand.

MISCELLANEOUS

3.1.11 Insurance and Public Liability (2,736.4)

1988 E $7,250.0; 1987 E $10,066.5; 1987 PA $10,066.5

The insurance costs budgeted in Sundry at Large represent the difference between the premium and claims costs that can be assessed against specific departments and the funds deemed necessary to pay claims expected in 1988.

Due to lower than budgeted 1988 premiums, it is recommended that the estimate be reduced by $13.6 thousand.

Reduction/(Increase)
Gross/Net
$

The Corporation presently self insures for the first $5,000.0 thousand in claims and attempts to purchase insurance for claims in excess of $5,000.0 thousand. The Metropolitan Treasurer has calculated that by making a single $2,750.0 thousand payment into the self insurance reserve, the Corporation can fully self insure itself up to $10,000.0 thousand and reduce future liability insurance premiums. It is recommended that the estimate be increased by $2,750.0 thousand for a total net increase of $2,736.4 thousand to $9,986.4 thousand.

The philosophy behind the corporate insurance program is to assign costs to departments on the basis of their risk and/or claims experience. The financing of the liability insurance however does not appear to be consistent with this philosophy. The funds charged against the Sundry at Large budget are greater than the cost charged to the departments suggesting that full costs are not being charged against the bodies which generate the claims. It is recommended that the Metropolitan Treasurer review the allocation of liability insurance charges to ensure that all appropriate costs are fully charged to the insured departments based on their risk and/or claims experiences.

3.1.12 Share of General Tax Deficiencies (800.0)

1988 E $13,800.0; 1987 E $14,100.0; 1987 PA $15,936.1

Metro reimburses its area municipalities for the Metropolitan share of taxes on assessment lost during the year due to building demolitions, successful tax appeals, etc.

Reduction/(Increase)
Gross/Net
$

The area municipal treasurers have recently submitted revised figures and it is recommended the estimate be increased by $800.0 thousand to $14,600.0 thousand.

3.1.13 Centrex III — 82.7

1988 E $250.0; 1987 E $424.9; 1987 PA $257.6

In 1987, the Centrex III estimate was increased due to a carryover of 1986 costs associated with conversion to the Centrex III telephone system and the rate stabilization program. Based on the revised 1987 expenses, only $167.3 thousand in additional funds are now required to complete the approved conversion and it is recommended that the estimate be reduced by $82.7 thousand to $167.3 thousand.

3.1.14 Contingency — 3,500.0

1988 E $43,969.0; 1987 E $27,091.1; 1987 PA $0.0

Funds are provided each year in the Contingency Account to avoid the possibility of requiring a supplemental levy, should the Corporation's net expenditure exceed the approved general levy. The Contingency Account, in addition to containing funds for wage settlements, is used to finance items which arise during the year for which no specific provision has been made in the approved budgets of Metropolitan departments, boards, agencies and commisions.

As the expenditure of certain items contained in the original Contingency estimate have been resolved during the budget process, it is recommended the estimate be reduced by $3,500.0 thousand to $40,469.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
SUPPLEMENTARY ITEMS	
The following item was received after the preparation of the Preliminary Estimates.	
3.1.15 Economic Summit	(304.0)
By adoption of E.C.R 1/88, Council approved $304.0 thousand to fund a secretariat and special projects related to the Economic Summit being held in Toronto in 1988. It is recommended that the estimate be increased by $304.0 thousand.	
Total Recommended Increase	17,306.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: GRANT PROGRAMS

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Capital Grants			
HOSPITAL GRANTS	1,590.4	1,590.4	1,590.4
CANADIAN HEARING SOCIETY	0.0	140.0	140.0
	1,590.4	1,730.4	1,730.4
Grant Programs			
SOCIAL SERVICES GRANTS	2,804.5	2,579.1	2,579.1
SOCIAL SERVICES DEVELOPMENTAL GRANTS	212.7	204.5	204.5
COMMUNITY AND NEIGHBOURHOOD SUPPORT GRANTS	382.8	308.1	368.1
CULTURAL SERVICES GRANTS - MAJOR FOUR	3,020.0	2,855.0	2,855.0
CULTURAL SERVICES GRANTS - GENERAL	3,350.0	3,136.0	3,136.0
MULTICULTURAL GRANTS	350.0	309.6	309.6
ATHLETIC/AQUATIC GRANTS	88.6	35.0	27.1
GRANTS TO OFFSET TAXES	35.0	0.0	17.7
	10,243.6	9,427.3	9,497.1
Special Grants			
HERBIE FUND	122.9	117.6	117.6
ST. JOHN AMBULANCE	25.3	24.2	24.2
METRO SANTA CLAUS PARADE	33.7	32.2	32.2
GARDINER AWARDS	10.9	10.9	10.5
COMMITTEE FOR PUBLIC VIOLENCE AGAINST WOMEN AND CHILDREN	267.2	187.0	187.0
METRO TORONTO SPECIAL COMMITTEE ON CHILD ABUSE	273.0	280.0	280.0
METRO SAFETY COUNCIL	52.5	50.0	50.0
HESTER HOW DAY CARE CENTRE	11.1	10.8	10.8
M-TRAC RE RAILWAY TRANSPORT HEARINGS	7.5	7.5	7.5
ARTWORK - NEW POLICE HEADQUARTERS	71.8	180.0	128.2
TORONTO ARTS AWARDS	17.5	15.0	15.0
FOODSHARE TORONTO	29.1	28.0	28.0
ROYAL AGRICULTURAL WINTER FAIR	734.6	605.5	605.5
METRO RECYCLING COMMITTEE	120.4	97.4	52.6
HOMES FIRST SOCIETY	50.0	50.0	50.0
JESSIE'S CENTRE FOR TEENAGERS	33.2	33.4	33.4

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: GRANT PROGRAMS

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Special Grants (continued)			
LOW INCOME SINGLES HOUSING/ HOME SHARING	65.0	55.0	55.0
ASSAULTED WOMEN'S HELPLINE	53.2	44.0	44.0
AIDS COMMITTEE OF TORONTO	40.7	16.8	39.1
PUBLIC EDUCATION ON AFFORDABLE HOUSING	20.0	0.0	0.0
EASTER SEAL SIT-A-THON	0.0	0.0	4.0
CANADIAN ENVIRONMENTAL LAW RESEARCH FOUNDATION	0.0	24.0	24.0
ONTARIO MUNICIPAL MANAGEMEMENT DEVELOPMENT BOARD	0.0	6.4	6.4
TORONTO SYMPHONY ORCHESTRA - CANADIAN TOUR	0.0	60.0	60.0
A PEAL FOR PEACE TORONTO	0.0	0.5	0.5
	2,039.6	1,936.2	1,865.5
Total Grant Programs	13,873.6	13,093.9	13,093.0

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: GRANT PROGRAMS

REVIEWED BY: MAYOR TONKS (In $000's)

1. 1988 Estimate Comparison

1.1 Comparison of 1988 Estimate to 1987 Estimate

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
Capital Grants	1,990.4	1,730.4	+260.0	+15.0
Grant Programs	11,001.2	9,626.5	+1,374.7	+14.3
Special Grants	1,838.8	1,737.0	+101.8	+5.9
Total Request	14,830.4	13,093.9	+1,736.5	+13.3
Recommended Reduction	956.8			
Recommended Budget	13,873.6	13,093.9	+779.7	+6.0

2. Overview

The 1988 requested increase is $1,736.5 thousand or 13.3% over the 1987 approved estimate. Supplementary requests of $153.9 thousand were submitted following the preparation of the preliminary estimates, and appropriate funding is recommended.

74% of the growth is associated with requested increases in the cultural and social service grant programs. In addition to the dollar implications, the 1988 social service and cultural grant programs contain other items of interest. During 1988, the cultural services grants will be reviewed as part of a comprehensive review of the Cultural Services Division. Pending the completion of this review, no multi-year special cultural grants will be committed.

Over the years, a number of individual specific purpose social service grants, often based on a defined cost sharing formula, have been included under the social services grants appropriations. Recommendations as to whether these items should remain as grants or be considered operating programs and retained in the Community Services Department budget have been made within this report.

The recommended funding is $13,873.6 thousand or 6.0% over the 1987 approved estimate.

3. Recommendations

It is recommended that:

(i) when funding approval is sought, special cultural grants be categorized separately from other cultural grant payments (see page 7);

(ii) during 1988, the Metro Toronto Recycling Committee review its advertising strategy in relation to the advertising issued by recycling programs in Metropolitan Toronto in order to ensure a coordinated and effective promotional program (see page 14);

(iii) further funding for the special education initiative of the Metro Committee on Public Violence Against Women and Children be based upon a review of the program's final design, operation and objectives (see page 19);

(iv) the annual grant to the Royal Agricultural Winter Fair include funds sufficient for the set-up and take-down of any installations described in the agreement between the Royal Agricultural Winter Fair Association and the Board of Governors of Exhibition Place and that no funds be released to the Royal Agricultural Winter Fair Association until a signed copy of the agreement with the Board of Governors of Exhibition Place has been received by the Metropolitan Treasurer (see page 19);

(v) consideration be given to funding the Homesharing program from the Community Services 1989 Departmental Estimates (see page 23); and

(vi) any post-1988 funding for the Assaulted Women's Helpline be provided from the Community Services Departmental Estimates (see page 24).

3.1 Details of Recommended Reductions/(Increases)

CAPITAL GRANTS

On February 18, 1986, Council adopted its present capital grants policy. The policy requires capital grant applications to be brought to the attention of the Budget Sub-Committee for information during the annual budget review process. Requests deemed to be extraordinary are to be referred to the Budget Sub-Committee for a report prior to recommendations being made to Council.

During 1987, capital grant requests were received from: the Hellenic Home for the Aged, Rosalee Hall and the C.M. Hincks Training Institute. Neither of the first two requests were considered extraordinary and were dealt with at the staff level. The C.M. Hincks' sponsors, however, argued their project was extraordinary in nature and an assessment follows.

	Reduction/(Increase) Gross/Net $
3.1.1 C.M. Hincks Training Institute	400.0

1988 E $400.0; 1987 E $0.0; 1987 PA $0.0

The C.M. Hincks Institute is requesting a capital grant of $400.0 thousand towards the cost of a $5,200.0 thousand facility to house the Institute. The Ministries of Community and Social Services and the Attorney General have committed $950.0 thousand. The remaining funds are to be raised from other governments and the private sector.

Reduction/(Increase)
Gross/Net
$

The Institute is a charitable organization with close ties to the academic and professional communities. It was formed in May 1986 to provide one and two year post-qualification training in children's mental health to psychologists, psychiatrists, social workers and child caseworkers. To date the Institute has operated on a limited basis providing semimars, community consultation and 4 part-time fellowships.

Construction of a building will enable the Institute to provide up to 32 full and part-time fellowship places, as well as research, clinical supervision and community outreach services. Sponsors believe that the Institute's operating costs can be financed through office rentals and consultative services contracted from community agencies.

As Institute fellows will not only provide consultative services, but also offer training to agency staffs in the management of children's mental health problems, the Institute believes its fellows will make a significant contribution to the effectiveness of services for their client population.

The present Metropolitan policy limits capital grants to those cases where "such grants would have an "extraordinary" impact on the broad social and cultural life of Metropolitan Toronto and are similar to those which the Metropolitan Corporation has funded in the past (such as Toronto Convention Centre, Stadium, Royal Ontario Museum, Roy Thompson Hall, etc.)". The following paragraphs assess the CM Hinks request against the present policy.

Reduction/(Increase)
Gross/Net
$

The Institute will provide the only facility in Canada for graduates to obtain post qualification experience in the children's mental health field. Its sponsors note this will immediately provide the Institute with a national standing. Through international fellowship exchanges, linkages with the Tavistock Institute in London and sponsoring courses and conferences, the Institute aspires to establish an international reputation. The Institute anticipates effective treatment of children will result in significant community and financial benefits through reduced crime and treatment costs and enhanced quality of life. The sponsors argue that the Institute will therefore generate an "extraordinary" impact on the broad social and cultural life of Metropolitan Toronto.

Establishment of the Institute will improve children's mental health services in Metropolitan Toronto and indeed across Canada. The ultimate impact, however, will result from the efforts of the many professionals working in this field. If successful, the Institute may well establish an international reputation for itself. Metropolitan Toronto,however, is fortunate being the home of numerous organizations and individuals of national and/or international status within their respective fields. The Institute does not appear to be comparable to the other organizations, e.g., the Metropolitan Toronto Convention Centre previously funded by Metropolitan Council. Furthermore, unlike other grant recipients, Metropolitan Toronto will not be the exclusive beneficiary of the services offered.

Reduction/(Increase)
Gross/Net
$

While Metropolitan Toronto remains sympathetic to the objectives of the Institute, it is unable to recommend funding based on the inability the Institute to satisfy the requirements of the capital grant policy.

It is recommended that no grant be provided.

GRANT PROGRAMS

This heading covers Grant Programs administered by Metropolitan staff to organizations satisfying eligibility criteria approved by Metropolitan Council.

3.1.2 Cultural Services Grants - Major Four

239.4

1988 E $3,259.4; 1987 E $2,855.0; 1987 PA $2,855.0

The four organizations funded from the Major Four appropriations are: the National Ballet of Canada, the Art Gallery of Ontario, the Canadian Opera Company and the Toronto Symphony Orchestra.

Based on a further review, the following grants are recommended providing a total increase of 5.8% over 1987:

	1987 Grant $	1988 Recommended Grant $	Percent Increase %
National Ballet	722.0	770.0	6.6
Toronto Symphony	777.0	825.0	6.2
Canadian Opera Company	879.0	925.0	5.2
Art Gallery of Ontario	477.0	500.0	4.8
Total	2,855.0	3,020.0	5.8

It is recommended the estimate be reduced by $239.4 thousand to $3,020.0 thousand.

Reduction/(Increase)
Gross/Net
$

3.1.3 Cultural Services Grants - General 135.6

1988 E $3,485.6; 1987 E $3,136.0; 1987 PA $3,136.0

1988 requested funding is $349.6 thousand, 11.1% over the 1987 approved estimate and contains funds for General Grants, Incentive Grants and Special/Retroactive Grants.

Regular Grants

1988 E $2,910.6; 1987 E $2,646.0; 1987 PA $2,739.8

The requested increase is $264.0 thousand or 10.0% over the 1988 funding level. It is recommended the estimate be reduced by $40.6 thousand, to $2,870.0 thousand, an 8.5% increase.

Special/Retroactive Grants

1988 E $300.0; 1987 E $240.0; 1987 PA $243.7

The retroactive payment strategy to eliminate cultural grants being received no more than six months into the recipient organization's fiscal year does not require the sizeable annual commitments of previous years. $300.0 thousand has been requested in 1988 with the intent of assuming the retroactive allocation to provide regular funding for Special Grants, e.g., major one-time or multi-year commitments which were formerly listed as separate special grants within the Grant Programs Budget.

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Reduction/(Increase)
Gross/Net
$

During 1988 the scope of the cultural grants program will be examined as part of a larger review of the mandate of the Cultural Services Division. Pending the results of this review, no multi-year Special Grant committments will be made in 1988. As the review's recommendations on the future funding of special grants will not be available until late 1988, discussions will take place shortly on adopting a response to organizations making special grant requests in 1988 for consideration in 1989.

It is recommended that the estimate be reduced by $70.0 thousand to fund outstanding retroactive payments and honour existing Special Grant committments. It is also recommended that Special Grants be categorized separately in any request for cultural grant funding approval.

Incentive Grants

1988 E $275.0; 1987 E $250.0; 1987 PA $152.5

The Incentive Grant program was introduced in 1985 to promote cultural activities in underserviced areas of Metropolitan Toronto. The 1988 request is $25.0 thousand or 10.0% over the 1987 approved estimate.

Considering the 1987 expenditure of $152.5 thousand, there appears to be sufficient available funds to accommodate an increase in 1988 disbursements within the 1987 funding level. It is recommended that the allocation be reduced by $25.0 thousand and maintained at its 1987 approved level of $250.0 thousand.

	Reduction/(Increase) Gross/Net $
3.1.4 Athletic/Aquatic Grants	1.4

1988 E $90.0; 1987 E $35.0; 1987 PA $20.0

The 1988 grant request of $90.0 thousand is based on re-application by organizations funded in 1987 ($32.5 thousand), a $37.5 thousand commitment approved by Council in 1987 and $20.0 thousand for potential additional applications.

It is recommended that an inflation factor of 4.5%, rather than 6% be applied to the re-applicants and the estimate be reduced by $1.4 thousand to $88.6 thousand.

3.1.5 Grants to Offset Taxes	(10.0)

1988 E $25.0; 1987 E $0.0; 1987 PA $17.7

At its meeting of May 1, 1987, Council amended its policy with respect to Grants to Offset Taxes for certain charitable organizations in rented premises. Funds paid in 1987 were provided from the Corporate Contingency Account.

By approval of E.C.R. 24/87, Council established the administrative procedures to review applicants on an annual basis and established a new grant program.

The 1988 request of $25.0 thousand includes a modest provision for increases over the 1987 level. As 1987 was the initial year these grants were awarded, more new requests are likely in 1988. It is recommended this appropriation be increased by $10.0 thousand to $35.0 thousand.

Reduction/(Increase)
Gross/Net
$

SPECIAL GRANTS

These items represent grants approved by Council in response to unique circumstances beyond the jurisdiction of the current grant programs. All applications for Special Grants are reviewed by the Chief Administrative Officer and unless Council indicates otherwise, Special Grant funding is to be considered a one-time, one-year grant.

For those situations where the text recommends or notes that a report be forthcoming, expenditure of budgeted funds is dependent upon Council approval of the subsequent report.

Certain of the Special Grants were previously funded under the Social Services Grant programs and have been separately listed in the 1988 Estimates.

3.1.6 Foodshare Toronto

1988 E $29.1; 1987 E $28.0; 1987 PA $28.0

On April 28, 1987, Council approved a $28.0 thousand grant to Foodshare Toronto to assist in the collection and distribution of foodstuffs to Metropolitan Food Banks. A 4.0% increase ($1.1 thousand) is recommended in anticipation of a grant in 1988 for which Council approval will be sought.

Reduction/(Increase)
Gross/Net
$

3.1.7 Aids Committee of Toronto

1988 E $40.7; 1987 E $16.8; 1987 PA $39.1

In 1987, Council increased the recommended Social Services Grant to the Aids Committee of Toronto from $16.8 thousand to $39.1 thousand. As the additional funds represented Council's commitment which exceeded the funding available under the Social Services Grants criteria, Community Services Department staff have requested that any future grants to the Aids Committee of Toronto be separated from the Social Service Grants. A 4.0% ($1.6 thousand) increase has been requested and funding authority will be sought from Metropolitan Council.

3.1.8 Community Information Centre - Database Automation — 80.0

1988 E $80.0; 1987 E $0.0; 1987 PA $0.0

$80.0 thousand has been requested as a one-time grant to assist the Community Information Centre automate its information database. Negotiations are under way with the Ministry of Culture and Communications to provide a matching sum. As the provincial commitment is uncertain at this time, it is recommended that $80.0 thousand be transferred to the Corporate Contingency Account. When negotiations are concluded, a request for funds will be submitted to Metropolitan Council.

Reduction/(Increase)
Gross/Net
$

3.1.9 Public Education on Affordable Housing 20.0

1988 E $40.0; 1987 E $0.0; 1987 PA $0.0

$40.0 thousand is requested to produce a video on housing intensification as a strategy to promote affordable housing. It appears likely that the video production costs will be fully offset by a provincial grant. Discussions, however, are under way with the United Way to establish a speaker's bureau on this topic. The Metropolitan share is not expected to exceed $20.0 thousand. Pending clarification of the financing of the speaker's bureau, it is recommended that this item be funded as a Special Grant in 1988 and the location for the funding be reviewed in 1989. It is recommended the estimate be reduced by $20.0 thousand to $20.0 thousand. A report requesting release of funds will be sought when costs and financing arrangements have been finalized.

3.1.10 Metro Toronto Special Committee on Child Abuse 7.0

1988 E $280.0; 1987 E $280.0; 1987 PA $280.0

In 1987, the funding formula for the Special Committee was revised to finance defined core administrative costs only. The Metropolitan grant was to be maintained at $280.0 thousand until core administrative costs exceeded this amount.

A $7.0 thousand 1987 underexpenditure can be credited against the 1988 grant and it is recommended that the estimate be reduced by $7.0 thousand.

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	Reduction/(Increase) Gross/Net $
3.1.11 Hester How Day Care Centre	0.2

1988 E $11.5; 1987 E $10.8; 1987 PA $10.8

On November 10, 1987, Council approved continuation of the grant until the move to the new Metro Hall.

Hester How has requested a grant of $11.5 thousand, a 6.5% increase over 1987. In accordance with inflationary guidelines, it is recommended that a grant of $11.3 thousand be provided and the estimate be reduced by $0.2 thousand.

3.1.2 Artwork - New Police Headquarters	18.2

1988 E $90.0; 1987 E $180.0; 1987 PA $128.2

On June 25, 1985, Council approved funds for artwork at the new police headquarters. As part of the 1987 budget process, Council approved a total allocation of $200.0 thousand for this item with $20.0 thousand to be spent in 1988. The 1988 request includes the final $20.0 thousand, $50.0 thousand in funds carried over from 1987 and an additional $20.0 thousand requested for promotion and hosting an exhibition about the artwork competition. As the promotion and exhibition costs are not confirmed, it is recommended that $20.0 thousand be transferred to the Corporate Contingency Account. Council approval for funds to sponsor these events will be sought when the costs have been finalized.

Based on a 1987 projected actual of $128.2 thousand, rather than $130.0 thousand on which the estimate was prepared, it is recommended the carry-over be increased by $1.8 thousand, resulting in a net reduction of $18.2 thousand.

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Reduction/(Increase)
Gross/Net
$

3.1.13 Toronto Arts Awards

4.5

1988 E $22.0; 1987 E $15.0; 1987 PA $15.0

In 1987, Council approved a $15.0 thousand contribution, based on $10.0 thousand for award sponsorship and $5.0 thousand contribution towards adminstrative costs.

A preliminary request of $22.0 thousand was received from the Toronto Arts Awards Foundation. An allocation of $17.5 thousand is recommended in 1988, based on higher award sponsorship costs. It is recommended that the estimate be reduced by $4.5 thousand to $17.5 thousand. A report will be submitted to Council prior to the release of any funds.

3.1.14 Metro Recycling Committee

3.0

1988 E $123.4; 1987 E $97.4; 1987 PA $97.4

The funds requested in 1988, will provide transit and newspaper advertising and mobile displays promoting recycling. It is recommended that the estimate be reduced by $3.0 thousand to reflect lower contingency and conference expenses.

The Recycling Committee was originally financed with 50% provincial cost sharing. Commencing in 1987, the Ministry of Energy limited funding to advertising associated with the direct operation of recycling programs, rather than generic recycling advertising. Provincial grants are unlikely to exceed $15.0 thousand in 1988.

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Reduction/(Increase)
Gross/Net
$

A more significant issue is the future focus of the Recycling Committee's advertising expenditures. The Recycling Committee was formed to promote recycling and to date has been almost the sole Metropolitan issuer of generic recycling advertising. During 1988, certain curbside recycling programs will commence operation throughout Metropolitan Toronto. These programs will require their own advertising programs. During 1988, it is recommended the Recycling Committee review its advertising strategy in relation to the advertising issued by recycling programs in order to ensure a coordinated and effective promotional program.

3.1.15 Neighbourhood Housing Assistance (Homesharing) 65.0

1988 E $65.0; 1987 E $0.0; 1987 PA $0.0

Funding for this item is already included as a Special Grant. It is recommended that this item be deleted.

SUPPLEMENTARY REQUESTS

Grant requests for the following items were submitted following the preparation of the Preliminary Estimates.

Reduction/(Increase)
Gross/Net
$

3.1.16 Urban Studies Foundation of Metropolitan Toronto

The Urban Studies Foundation is requesting a $100.0 thousand contribution to establish a trust fund. Interest from the fund will sponsor 7 annual scholarships for students in the Urban Studies programs at Toronto and York Universities and the City Politics course at Ryerson Polytechnic. The Foundation hopes to raise funds from business and other levels of government to enhance studies in the urban studies area at the 3 institutions.

The Foundation is in its formative stages and is not yet legally established. It is recommended that no grant be considered at this time. Should the Foundation became fully operational in 1988, a grant may be appropriate, and a request should be submitted to Council at that time.

3.1.17 Metro Toronto Resident's Action Committee (7.5)

1988 E $0.0; 1987 E $7.5; 1987 PA $7.5

This organization concerns itself with rail safety issues and is requesting a $10.0 thousand grant to continue work required on the Toronto Area Dangerous Goods Rail Taskforce and an appeal against the introduction of cabooseless trains.

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Reduction/(Increase)
Gross/Net
$

M-Trac has maintained a $12.0 thousand reserve from past unspent grants. Given M-Trac's modest annual budget, a maximum reserve of $8.0 thousand would appear reasonable. Reduction in the size of the reserve will release funds for their 1988 operation. It is recommended that a grant of $7.5 thousand be provided in 1988.

It should be noted that Metropolitan Toronto is not the sole beneficiary of the rail safety improvements pursued by M-Trac. It therefore becomes increasingly important that any future Metropolitan funding be directed to specific activities where Metropolitan Toronto is the predominant beneficiary.

3.1.18 Canadian Environmental Law Research Foundation

1988 E $0.0; 1987 E $24.0; 1987 PA $24.0

The Foundation is requesting a $20.0 thousand grant towards the cost of a project explcring ways in which legislation could be used to reduce solid waste.

The Metropolitan Works Department is undertaking a multi-year program investigating all avenues of solid waste management. It is recommended that this funding request be directed to the Metropolitan Works Department for consideration as part of their SWEAP program.

Reduction/(Increase)
Gross/Net
$

3.1.19 Pollution Probe

Pollution Probe is requesting a $23.9 thousand contribution towards the cost of a "Recycling Symposium: International Experiences - an Education Project". The day and a half long synposium will invite international speakers and concentrate on recycling programs in Europe, Japan and U.S.A. that are achieving or projecting 50% waste diversion rates. It is recommended this request be directed to the Metropolitan Works Department for funding consideration under the SWEAP program.

Total Recommended Reduction	956.8

4. Other Comments and Recommendations

4.1 Hospital Grants

1988 E $1,590.4; 1987 E $1,590.4; 1987 PA $1,590.4

Since 1983, Metropolitan Council has allocated 0.15 of a mill to the Hospital Council of Metropolitan Toronto (HCMT), which distributes the funds to support construction undertaken by its member hospitals. In 1987, the value of the grant was raised to 0.175 of a mill. Metropolitan Council also referred the question of a future policy for such grants to the Chief Administrative Officer for a subsequent report to Council. On March 1, 1988, Council decided to continue the existing policy with minor modifications to the reporting of grant allocations by HCMT to Council.

4.2 Metro Committee on Public Violence Against Women and Children

1988 E $267.2; 1987 E $187.0; 1987 PA $187.0

The Committee was created in 1984 for a two year term to act as a catalyst in achieving a number of recommended improvements in services offered to victims of crime. In 1987, funding was extended one year to December 31, 1987, to accommodate delays in the commencement of the Committee's work. On June 23, 1987, Council made a commitment to fund ongoing core costs at approximately the present level for the next 3 years. Council referred the request for an additional $56.0 thousand to initiate a special education program to the Budget Sub-Committee for a report.

In 1988, the Committee will provide consultation and leadership in the planning, development and implementation of a comprehensive preventative education program. Fifty-six thousand dollars has been budgeted to initiate a play/workshop program to educate children concerning coersive sex which is a major element in the larger preventative education program. The initial design, involving pre-and post-performance workshops appears to require an on-going involvement by the Committee, rather than a simply catalytic relationship. The final relationship with the Boards of Education concerning commitment and potential sponsorship is not yet confirmed. As the resolution of these matters has implications for the Committee's future operation and Metro's funding, it is recommended that $56.0 thousand be provided in 1988 and that 1989 and 1990 funding be based upon a review of the final design, operation and objectives of the education initiative.

4.3 Royal Agricultural Winter Fair

1988 E $734.6; 1987 E $605.5; 1987 PA $605.5 *

This item pays for the full utility and rent costs incurred by the Royal Agricultural Winter Fair Association. Two factors contribute to the $129.1 thousand, 21.3% increase over 1987.

A two day increase in the dates of the fair has raised rental costs by $28.6 thousand.

The Royal Agricultural Winter Fair Association and the Board of Governors of Exhibition Place are in the process of finalizing a 5 year agreement detailing their respective responsibilities. The agreement provides for the reimbursement of the cost of certain installations required by the Fair through the Metropolitan grant. The recommended funding contains an estimate of the cost of these installations. Costs will be confirmed when the agreement is finalized. It is recommended that the annual grant to the Royal Agricultural Winter Fair include funds sufficient for the set-up and take-down of any installations described in the agreement between the Royal Agricultural Winter Fair Association and the Board of Governors of Exhibition Place.

Payment of the 1987 grant was conditional upon the signing of the agreement. It is recommended that the 1988 grant be released under the same conditions.

* Unpaid but established as a liability.

4.4 Metro Safety Council

1988 E $52.5; 1987 E $50.0; 1987 PA $50.0

Metro Safety Council promotes day care, home, traffic and senior citizen safety. The Council is requesting a $2.5 thousand or 5% increase over 1987.

Metro Safety Council has been funded for many years by Metro who has become its single largest funder, providing 55% of revenue. The Council has been made aware that the Special Grants policy does not permit continued funding based on repeated annual requests. During 1988, the Council will review its future funding needs and its future funding relationship with Metro.

4.5 Social Services Grants

1988 E $2,804.5; 1987 E $2,751.4; 1987 PA $2,773.7
Adjusted 1988 E $2,804.5; 1987 E $2,579.3; 1987 PA $2,579.1

The 1988 request is 1.9% over the 1987 approved estimate (8.7% over the adjusted estimate) and contains funds for General Grants, the Metropolitan Social Planning Council, Local Social Planning Councils and the Community Information Centre.

The various 1988 social service grants have been redistributed compared with 1987, partially due to a change in the Community and Neighbourhood Support Services grant programs. To facilitate comparisons, restated 1987 Estimate and Actuals have also been included where required.

General Social Service Grants

1988 E $2,364.3; 1987 E $2,262.5; 1987 PA $2,383.8
Adjusted 1988 E $2,364.3; 1987 E $2,189.2; 1976 PA $2,189.2

A $175.1 thousand increase is requested, representing a 4% cost of living increase and a 4% increase for expansions. $56.5 thousand in Social Service Grants paid to CNSSP agencies in 1987 and the $39.1 thousand grant to the Aids Committee of Toronto have been submitted as separate requests in 1988.

Metro Social Planning Council

1988 E $126.8; 1987 E $98.7; 1987 PA $98.7

In 1986, Metropolitan Council agreed to increase its share of the Metropolitan Social Planning Council's costs from 12% to 20% over a two year period. The $24.2 thousand requested represents the second payment necessary to achieve the 20% funding level and $3.9 thousand represents a cost of living allowance for a total increase of $28.1 thousand. Funding in future years will be limited to addressing increases in program costs.

Local Social Planning Councils

1988 E $72.8; 1987 E $60.0; 1987 PA $60.0

In 1986, Metropolitan Council agreed to share equally with the United Way and the local area municipality in the cost of local planning councils up to a maximum of $60.0 thousand. $60.0 thousand was provided in 1987 to fund 3 agencies. The 1988 request is for a 4% cost of living allowance ($2.4 thousand) and $10.4 thousand for the addition of 2 additional local planning councils expected to begin operating in the final quarter of 1988.

Community Information Centre

1988 E $240.5; 1987 E $231.4; 1987 PA $231.2

A 4% cost of living allowance ($9.3 thousand) is requested for 1988.

4.6 Community and Neighbourhood Support Services Program

1988 E $382.8; 1987 E $251.6; 1987 PA $311.6
Adjusted 1988 E $382.8; 1987 E $308.1; 1987 PA $368.1

1987 actual is $60.0 thousand higher than the approved estimate due to a draw from the Corporate Contingency Account.

In 1985, Metro agreed to participate in a three year program providing core administrative costs for neighbourhood-based social service resource centres. Grants were to be cost shared, Metro - 25%, United Way - 25%, Province - 50%.

The program was reviewed in 1987 and established on a permanent basis with certain changes.

The 1988 request is composed of four elements:

($000's)		
173.6	-	Existing C.N.S.S.P. expenses - cost shared
94.5	-	New C.N.S.S.P. eligible expenses funded 100% by Metro
100.0	-	Social Service grant allocations
14.7	-	4% cost of living
382.8		

Community Services staff hope to introduce new agencies by transferring agencies now ineligible under the revised C.N.S.S.P. criteria to other funding sources. For this reason the only additional funding requested in 1988 is a $14.7 thousand (4.0%) cost of living increase.

The intent is that all eligible expenditures continue to be cost shared including the $94.5 thousand Metro independently funded which was not considered eligible under the former CNSSP grant criteria. To reach this goal, the combined United Way and provincial contributions will have to increase nearly $71.0 thousand. Community Services staff indicate the other funders are committed to this objective and will be monitoring their contributions in 1988.

4.7 Social Services Development Grants

1988 E $212.7; 1987 E $287.9; 1987 PA $287.9
Adjusted 1988 E $212.7; 1987 E $204.5; 1987 PA $204.5

Social Services Development Grants provide a maximum of two year's funding to assist new agencies establish themselves. The additional funds represent a 4.0% ($8.2 thousand) cost of living increase. Funds for Jessie's Centre for Teenagers and Homes First Society, which were contained in the 1987 appropriation, have been removed and are reported separately.

4.8 Low Income Singles Housing Pilot Project/Home Sharing

1988 E $65.0; 1987 E $55.0; 1987 PA $55.0

In 1985, Council approved a two year project to promote home sharing services across Metropolitan Toronto and funding was provided in the Grant Programs budget on this basis. The program was evaluated with positive results in 1987 and with the recommendation that it be funded on an on-going basis. Commencing in 1988, cost sharing from the Ministry of Housing will increase from 50% to 75% up to a maximum of $40.0 thousand per agency. Funds requested for 1988 include $48.3 thousand for 4 established home sharing services plus $16.7 thousand for 2 new home sharing programs expected to commence in latter 1988.

Due to the ongoing funding and program characteristics associated with this service, it is recommended that this item be considered for inclusion in the Community Services Department's 1989 Estimates.

4.9 Assaulted Women's Helpline

1988 E $53.2; 1987 E $44.0; 1987 PA $44.0

The Assaulted Women's Helpline is provided jointly by social service agencies in Metropolitan Toronto and funded 20% by Metro and 80% by the Ministry of Community and Social Services.

The 1988 requested increase of $9.2 thousand or 20.9% is due to the 1987 grant not covering 20% of the project costs, combined with an increase in 1988 expenses.

Funding was provided in the 1987 grants budget as a pilot program pending an evaluation to be completed by the end of 1987. The 1987 provincial evaluation recommended continuation of funding. Community Services Department staff, however, are concerned with the high administrative overhead of the program. Full funding is recommended in 1988 pending a review of the administrative costs and future municipal cost sharing which will be reported to Council prior to commitments of any further funding. If funding is recommended beyond 1988, it is recommended that this program be funded from the Community Services Departmental Estimates.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: UNALLOCATED REVENUE

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
Provincial Grants and Subsidies			
GENERAL HOUSEHOLD GRANT	25,843.1	25,661.3	25,661.3
GENERAL SUPPORT GRANT	59,681.9	53,541.9	53,541.9
REVENUE GUARANTEE	0.0	403.2	403.3
RECYCLING COMMITTEE GRANT	15.0	33.2	6.0
ONTARIO YOUTH OPPORTUNITIES GRANT	0.0	0.0	36.7
METRO CONVENTION CENTRE - PAYMENT IN LIEU OF TAXES	0.0	0.0	1,600.0
Total Provincial Grants and Subsidies	85,540.0	79,639.6	81,249.2
Other Revenue			
PROVINCIAL COURTS - FINES AND FEES	6,100.0	6,000.0	5,815.6
PARKING VIOLATION TAGS	36,000.0	25,100.0	24,491.0
GENERAL ADMINISTRATION - WATER SUPPLY DIVISION	625.7	598.8	598.8
INTEREST EARNINGS	18,700.0	14,700.0	21,269.5
SHARE OF SUPPLEMENTARY TAXES LEVIED BY AREA MUNICIPALITIES	17,600.0	14,600.0	21,216.3
COURT AWARDED COSTS	40.0	40.0	67.9
SUNDRY REVENUE	100.0	100.0	283.2
Total Other Revenue	79,165.7	61,138.8	73,742.3
Total Unallocated Revenue	164,705.7	140,778.4	154,991.5

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: UNALLOCATED REVENUE

REVIEWED BY: MAYOR TONKS (In $000's)

1. 1988 Estimate Comparison

	1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
	$	$	$	%
Budget Submission	145,349.0	140,778.4	4,570.6	3.2
Recommended Increase	19,356.7	-	-	-
Recommended Budget	164,705.7	140,778.4	23,927.3	17.0

2. Overview

The preliminary estimate is $4,570.6 thousand or 3.2% above the 1987 approved estimate. Unconditional Grants are expected to increase 3.9% primarily due to a change in the method of calculating the General Support Grant. The 1988 growth represents an improvement over 1987, when Metro lost $2,973.8 thousand from a change in the calculation of the Resource Equalization Grant and Unconditional Grants grew by only 2%. Growth in Other Unallocated Revenue is estimated at 2.3% over 1987.

Upwardly revised estimates for several appropriations have resulted in a recommended revenue estimate of $164,705.7 thousand or 17.0% over the 1987 Estimate. The growth in 1988 revenue will have a particularly positive effect on the Corporation's 1988 financing.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

3. Details of Recommended (Reductions)/Increases

(Reduction)/Increase
$

3.1 General Household Grant

181.8

1988 E $25,661.3; 1987 E $25,661.3; 1987 PA $25,661.3

The 1988 rate of $30.00 per household is unchanged from 1987 and the estimate assumes no increase in the total number of households in Metropolitan Toronto. Recent information indicates a 0.7% increase in households has occurred. It is recommended that the estimate be increased by $181.8 thousand to $25,843.1 thousand.

3.2 General Support Grant

2,963.1

1988 E $56,718.8; 1987 E $53,541.9; 1987 PA $53,541.9

The 1988 rate for the grant calculation remains at 6.0% of the "net general dollar levy". In 1988, the base from which the grant has been calculated includes the Police per household grant. Based on the new calculation, a general support grant of $59,681.9 thousand is forecast, representing a 11.5% increase over the 1987 grant. It is recommended the estimate be increased by $2,963.1 thousand to $59,681.9 thousand.

3.3 Revenue Guarantee

(403.2)

1988 E $403.2; 1987 E $403.2; 1987 PA $403.2

In 1987, the Province introduced a Revenue Guarantee to ensure that no municipality received less than a 2.0% increase in unconditional grant payments over the previous year. While Metro required a Revenue Guarantee payment in 1987, no additional funding appears required in 1988. It is recommended that this item be deleted.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

(Reduction)/Increase
$

3.4 Metro Recycling Committee Grant — 15.0

1988 E $0.0; 1987 E $33.2; 1987 PA $6.0

Certain of the educational activities undertaken by the Metro Toronto Recycling Committee are eligible for a provincial grant from the Ministry of Energy. It is recommended that the estimate be increased by $15.0 thousand.

3.5 Parking Violation Tags — 9,400.0

1988 E $26,600.0; 1987 E $25,100.0; 1987 PA $24,513.4

Subsequent to the preparation of these estimates, Council approved the addition of 46 parking control officers (E.C.R. 33/87). It is recommended that the estimate be increased by $2,600.0 thousand to $29,200.0 thousand to reflect the additional revenue generated by these new staff.

On December 8, 1987, Council approved increases in the fines for certain parking violations. A net increase of $6,800.0 thousand is forecast after adjustments for the deterrent effect of increased fines and changes in revenue from the introduction of the Provincial Offences Act.

The sum of these recommendations increases Parking Violation Tag revenue by $9,400.0 thousand to $36,000.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

	(Reduction)/Increase $
3.6 Interest Earnings	2,700.0

1988 E $16,000.0; 1987 E $14,700.0; 1987 PA $21,287.9

Based on most current interest rate forecasts and cash flow calculations, it is recommended the estimate be increased by $2,700.0 thousand to $18,700.0 thousand.

3.7 Share of Supplementary Taxes Levied by Area Municipalities	4,500.0

1988 E $13,100.0; 1987 E $14,600.0; 1987 PA $21,216.2

This appropriation records revenue received from new construction or increased values assigned to assessed property during 1988. Based on latest information submitted by the area municipal treasurers, it is recommended that the estimate be increased by $4,500.0 thousand to $17,600.0 thousand.

Total Recommended Increase	19,356.7

Volume

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VOLUME III

BUDGET SUB-COMMITTEE MEMBERS' REVIEW REPORTS

BOARDS/AGENCIES

1988 Operating Budget

As Recommended by the Budget Sub-Committee

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VOLUME III

BUDGET SUB-COMMITTEE MEMBERS' REVIEW REPORTS

BOARDS, COMMISSIONS AND AGENCIES

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THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: LICENSING COMMISSION

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
ADMINISTRATION	2,074.7	1,981.8	1,883.1
ISSUING	1,102.2	1,104.8	1,007.6
FIELD OPERATIONS	2,766.2	2,518.3	2,480.7
Gross Expenditure	5,943.1	5,604.9	5,371.4
Less Reimbursement Credits:			
Other Revenue	5,387.5	4,669.1	5,159.1
Net Expenditure	555.6	935.8	212.3

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: LICENSING COMMISSION

REVIEWED BY: CONTROLLER YUILL

(In $000's)

1. 1988 Estimate Comparison

	1988 Estimate $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
1.1 Gross Expenditure				
Budget Request	6,416.3	5,604.9	+811.4	+14.5
Recommended Reduction	473.2			
Recommended Funding	5,943.1	5,604.9	+338.2	+6.0
1.2 Net Expenditure				
Budget Request	1,028.8	935.8	+93.0	+9.9
Recommended Reduction	473.2			
Recommended Funding	555.6	935.8	-380.2	-40.6

1.3 Establishment Changes

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	118	118	114
Net Additions/(Deletions)	3	6	4
Revised Establishment	121	124	118

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

2. Overview

The recommended funding is $320.9 thousand or 5.7% over the 1987 Estimate on a gross expenditure basis and $397.5 thousand less on a net expenditure basis. The major items contributing to the recommended increase in gross expenditure are the salaries and benefits for 3 net additions and the Management Services Department charges for continued computer automation of office procedures.

Revenue is estimated to increase $718.4 thousand or 15.4% over the 1987 Estimate. An increase in the actual number of licence applications processed and issued in 1987 supports the large increase in revenue estimated in 1988.

It is the position of Metro Council that the licensing function operate on a cost-recovery basis, however, Provincial legislation continues to restrict fees for controlled licence categories, thus preventing full implementation of cost recovery.

3. Recommendations

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.1 Salaries and Benefits	99.3	99.3

3.1 Salaries and Benefits

1988 E $4,593.7; 1987 E $4,137.8; 1987 PA $4,147.6

The Commission's 1988 request includes a net addition of 6 positions to its establishment (7 additions/1 deletion). It is recommended that 3 net additions remain in the budget as follows:

The October 1987 Management Services Department review of the Trades operations provides sufficient workload and performance data to support the addition of one Licensing Enforcement Officer, Trades. It is recommended that one Licensing Enforcement Officer, Trades position be added to the establishment.

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THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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Reduction/(Increase)	
Gross $	Net $

The request for a Clerk Grade 5 is to properly classify the routine clerical and delivery work regarding letters of notification and retrieval of corporate searches which is currently performed by Licensing Enforcement Officers. This additional position is recommended. It is also recommended the resulting Licensing Enforcement Officer position, which is now freed up to perform enforcement duties, remain in the establishment.

Of the 4 requested Licensing Enforcement Officer positions, it is noted that one Licensing Enforcement Officer position will be made available through the recommended addition of the Clerk, Grade 5; the Department is pursuing with the Personnel Department, the probability of replacing 2 long term officer vacancies on a permanent basis; and it is recommended that one additional Licensing Enforcement Officer position be added to the establishment. This totals four officer positions available to increase patrol responsibilities required to identify and prosecute unlicenced operators. It is recommended that justification regarding performance and workload measurements accompany any future requests for Licensing Enforcement Officer positions.

The requested Administrative Assistant/Researcher position is not included in this recommendation. It is recommended, however, the Commission consider utilizing the secondment program to staff for the temporary volume of projects currently required from the Administration Division.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Date: March 9, 1988

	Reduction/(Increase)	
	Gross $	Net $

It is recommended that temporary staff be reduced from 5 to 3 person years, remaining at the levels budgeted in 1987. It is recommended the salaries and benefits budget be reduced by $99.3 thousand.

	Gross $	Net $
3.2 Computer Equipment	53.5	53.5

1988 E $65.8; 1987 E $79.0; 1987 PA $67.0

The 1988 Estimate includes a micro and a laser printer for the Administration Division (at a cost of $10.0 thousand). These are now available from other Divisions and are not recommended in this budget. The remaining computer equipment is necessary to complete automation of licence issuing and is recommended as leased equipment from the office automation equipment pool.

It is recommended that this estimate be reduced by $53.5 thousand.

	Gross $	Net $
3.3 Materials and Supplies	42.3	42.3

1988 E $116.0; 1987 E $80.8; 1987 PA $51.2

The Licensing Commission is operating effectively with lower levels of supplies on hand at costs well below estimate.

It is recommended that this estimate be reduced by $42.3 thousand.

		Reduction/(Increase)	
		Gross $	Net $
3.4	Legal	5.0	5.0

1988 E $17.5; 1987 E $12.5; 1987 PA $6.7

The 1988 Estimate provides for an increase in the amounts paid to those subpoenaed, however, the increase was implemented in 1987 and the effect of the increase is partially reflected in the 1987 projected actual.

Based on this experience, it is recommended the 1988 Estimate be reduced by $5.0 thousand.

3.5	Printing Services - External	5.9	5.9

1988 E $11.9; 1987 E $9.8; 1987 PA $3.6

The request provides for publications promoting Licensing Commission functions and services. Savings on the production of printed material will be gained through the use of in-house laser printers to prepare camera ready copy.

It is recommended this estimate be reduced by $5.9 thousand.

3.6	Management Services	200.0	200.0

1988 E $400.0; 1987 E $337.0; 1987 PA $337.0

Over the past few years, a large investment has been made to the systems development of Licensing processes. Enhancement to the recently developed systems are

		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
	required while the majority of new systems development can be deferred, pending a Management Services Department study of the appropriate computer hardware application for Licensing processes. It is recommended this estimate be reduced by $200.0 thousand (Priority Reduction No. R06).		
3.7	Gasoline 1988 E $35.5; 1987 E $20.3; 1987 PA $17.8 The Parks and Property Department have estimated the 1988 gasoline costs for the Licensing Commission at $19.0 thousand. It is recommended this estimate be reduced by $16.5 thousand.	16.5	16.5
3.8	Hand-Held Radio 1988 E $2.4; 1987 E $7.5; 1987 PA $0.0 The requested purchase of one hand held radio is to improve the efficiency of Enforcement Officers on foot patrol, however, officers are currently available by pager. It is recommended this request be deleted for a reduction of $2.4 thousand.	2.4	2.4

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

		Reduction/(Increase)	
		Gross $	Net $
3.9	Contracted Services	10.0	10.0

1988 E $44.3; 1987 E $46.5; 1987 PA $32.8

The Commission reduced the 1988 Estimate as previous estimates had been too high, however, an additional reduction can be made to bring this amount in line with projected actuals.

It is recommended this request be reduced by $10.0 thousand.

3.10	Insurance	3.3	3.3

1988 E $22.9; 1987 E $9.3; 1987 PA $5.1

The amount of cost recovery for insurance estimated by the Treasury Department is $19.6 thousand.

It is recommended this estimate be reduced by $3.3 thousand.

3.11	Professional and Technical Services	35.0	35.0

1988 E $35.0; 1987 E $10.0; 1987 PA $3.2

This estimate includes consulting services to study and make recommendations to promote the understanding of and necessary measures required for the effective management of risk in the taxi industry.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

	Reduction/(Increase)	
	Gross	Net
	$	$
As the Risk Management function has recently been established as part of the Treasury Department, it is recommended the Licensing Commission utilize this in-house resource to complete the study.		
It is recommended that this estimate be reduced by $35.0 thousand.		
Total Reductions	473.2	473.2

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14 Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: LICENSING COMMISSION

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER YUILL

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% + - 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	6,416.3	+14.5
3.1	R13	Licensing Enforcement Officers (2)	34.6		34.6	■	■
3.1		Salaries and Fringe Benefits	39.5		39.5	■	■
3.1	R09	Administrative Assistant/Researcher	25.2		25.2	■	■
3.2		Computer equipment	53.5		53.5	■	■
3.3	R10	Miscellaneous Materials & supplies	42.3		42.3	■	■
3.4		Legal Services	5.0		5.0	■	■
3.5		Printing	5.9		5.9	■	■
3.6	R06	Mgmt. Info. Service	200.0		200.0	■	■
3.7	R15	Gasoline	16.5		16.5	■	■
3.8	R01	Radio	2.4		2.4	■	■
3.9		Contracted Services	10.0		10.0	■	■
3.10		Insurance	3.3		3.3	■	■
3.11	R07	Consultants	35.0		35.0	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			473.2		473.2	5,943.1	+ 6.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: POLICE COMMISSION

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
BOARD OF COMMISSIONERS OF POLICE	564.2	522.7	560.0
CHIEF OF POLICE	2,412.9	3,239.3	2,995.7
ADMINISTRATIVE OPERATIONS	74,972.8	66,082.7	65,123.7
SUPPORT OPERATIONS	32,173.7	39,038.9	36,674.3
FIELD OPERATIONS	271,184.1	278,044.8	270,445.6
CENTRALIZED OPERATIONS	17,859.6	0.0	4,417.8
Gross Expenditure excluding Capital Financing	399,167.3	386,928.4	380,217.1
Less Reimbursement Credits:			
Provincial Grant - Policing	43,071.8	42,768.8	42,768.8
Provincial Grant - Youth Program	70.2	65.0	61.4
Sundry Revenue	4,450.0	3,862.6	4,918.0
Execution of Warrants	208.0	180.0	150.2
Sale of Accident Reports	942.0	1,120.0	920.7
Sale of Non-Conviction Reports	40.0	35.0	41.2
Sale of Occurrence Reports	70.0	75.0	72.5
Suspension Notices	14.0	15.2	28.3
Court Security Officers	1,696.2	1,156.7	1,257.6
Uniform Ticket Data Preparation	200.0	260.0	178.8
Total Reimbursement Credits	50,762.2	49,538.3	50,397.5
Net Expenditure excluding Capital Financing	348,405.1	337,390.1	329,819.6
Capital Financing:			
DEBT CHARGES	9,307.4	7,139.8	7,143.2
CAPITAL FROM CURRENT	3,881.6	6,199.1	11,352.4
Total Capital Financing	13,189.0	13,338.9	18,495.6
Net Expenditure including Capital Financing	361,594.1	350,729.0	348,315.2

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO POLICE

REVIEWED BY: CONTROLLER YUILL (In $000's)

1. 1988 Estimate Comparison

		1988** Estimate	1987*** Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Preliminary Budget Request	399,536.0	384,003.4	+15,532.6	+4.0
	Adjustments to Request *	4,588.5	2,925.0		
	Revised Budget Request	404,124.5	386,928.4	+17,196.1	+4.4
	Recommended Reduction	4,957.2			
	Recommended Funding	399,167.3	386,928.4	+12,238.9	+3.2
1.2	Net Expenditure				
	Preliminary Budget Request	350,345.3	334,465.1	+15,880.2	+4.7
	Adjustments to Request *	4,588.5	2,925.0		
	Revised Budget Request	354,933.8	337,390.1	+17,543.7	+5.2
	Recommended Reduction	6,528.7			
	Recommended Funding	348,405.1	337,390.1	+11,015.0	+3.3
1.3	Capital Financing	11,566.2	13,338.9	-1,772.7	-13.3
1.4	Net Expenditure including Capital Financing	359,971.3	350,729.0	+9,242.3	+2.6

* The 1988 and 1987 Recommended Funding Estimates reflect the impact of two separate Salary and Fringe Benefit arbitration award settlements. Both decisions, for Uniform personnel on January 28, 1988, and for Civilian personnel on February 18, 1988, were handed down subsequent to submission of the Force's budget. The analysis and recommendations herein are based on the Revised Budget Request.

** The 1988 Estimate does not include provision for a general Salary and Fringe Benefit increase. Funds for these increases are provided within the Corporate Contingency Account. A 1% Salary and Fringe Benefit increase would raise the Gross and Net Expenditure by $3,300.0 thousand. The percentage increase Estimate to Estimate would be approximately 0.9% on the Gross Expenditure and 1.0% on the Net Expenditure excluding Capital Financing.

*** The 1987 Estimate reflects a Salary and Fringe Benefit increase for Uniform and Civilian personnel excluding Senior Officers.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

1.5 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	7,187	7,187	7,014
Net Additions/(Deletions)	82	92	173
Total Establishment	7,269	7,279	7,187

2. Overview

The recommended 1988 Gross expenditure of $399,167.3 thousand is $12,238.9 thousand or 3.2% above the 1987 approved level excluding capital financing. On a Net expenditure basis the recommended funding level is $11,015.0 thousand or 3.3% greater than the 1987 estimate. As noted on the previous page, this excludes provision for a general Salary and Fringe Benefit increase. A 1% increase will raise the recommended funding levels by approximately $3,300.0 thousand.

The 1988 Estimate to Estimate increase is due in large measure to the inclusion of funding for: additional new staff; increments and annualization of current staff; the move to the New Headquarters; the Economic Summit; increased vehicle replacement costs; and, increased caretaking and maintenance costs. Other increases relate to the continuing development and implementation of technology related projects.

Both the move to the New Headquarters and Economic Summit are one time expenditures. For comparison purposes, excluding the applicable funds for these two items, the recommended Gross expenditure would be $9,232.0 or 2.4% above the 1987 approved estimate.

3. Recommendations

3.1 It is recommended that:

3.1.1 prior to submission of 1989 budgets, Parks and Property Department and Police Force staff, submit a joint report to the Budget Sub-Committee, which details and justifies the caretaking/maintenance requirements and identifies the annualized costs for the new Police Headquarters building at 40 College Street;

3.1.2 Police staff submit a revised estimate of requirements to carry out the move to the new Headquarters building based on firm cost quotations to the Budget Sub-Committee Meeting on March 25, 1988;

3.1.3 Police staff submit a detailed report on the pilot study of the Deployment Analysis System to the Treasury Department, prior to submission of the 1989 budget, which identifies and justifies costs, and sets out an implementation schedule;

3.1.4 Police staff submit a report on the results of the current analysis of options respecting the relocation of E911 services with the 1989 budget submission; and

3.1.5 the Chief of Police be requested to review the potential savings of $3,400.0 thousand under the Provincial Offenses Act II, and report jointly with the Treasury Department in regard to Parking Tag Operations to the Transportation and Budget Sub-Committees, prior to the commencement of the 1989 budget process.

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3.2 Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.1 Establishment Request	(599.6)	1,096.6

The Police initially requested approval of 117 additional new staff in 1988 as follows: 75 Constables, 25 Parking Control Officers, 2 Court Officers and 15 other Civilians. By adoption of Clause 1 of Report No. 33 of the Executive Committee on December 8, 1987, Council recommended approval of an additional 46 Parking Control Officers in 1987, and that the 1988 Police budget request be reduced by 25 Parking Control Officers. The adjusted establishment request therefore was for 92 new staff in 1988.

Following a review of the request, a total of 82 new staff positions are recommended for approval in 1988. This includes all 75 uniform personnel. The Chief of Police has indicated that 50 constables will be assigned to the Traffic Units, the remainder to various community based policing functions. Also, 7 of 15 Civilian staff positions are recommended.

The impact on the authorized establishment of the recommended increases is illustrated on the following page. The positions approved in 1987 are also shown:

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Reduction/(Increase)	
Gross	Net
$	$

	Authorized Strength (Jan. 1/88)	Approved in 1987	Recommended 1988	Authorized Strength if Approved
Uniform Personnel	5,393	90	75	5,468
Police Cadets	106	-	-	106
Parking Control Officers	192	56	-	192
Communications Operators	224	-	-	224
Court Officers	144	20	-	144
Matrons	5	-	-	5
Summons Servers	50	-	-	50
Civilian Employees-Other	1,073	7	7	1,080
Total	7,187	173	82	7,269

The impact of 82 additional staff on the 1988 budget in Salaries, Wages and Fringe Benefits is $1,453.9 thousand. The annualized impact is $2,412.8 thousand. Neither figure includes a 1988 Salary and Fringe Benefit settlement adjustment.

As a result of the establishment related recommendations discussed below, the Force's gross requirements are increased by $599.6 thousand and the net requirements decreased by $1,096.6 thousand.

Parking Control Officers

Consistent with the provisions of Clause No. 1 of Executive Committee Report No. 33, it is recommended that the Police budget be increased by $745.7 thousand. The total represents the costs for 46 PCO's in 1988 less the estimate of funds in the budget submission to accommodate the 25 PCO's which are no longer required. The increase is offset significantly by the Revenue generated by the PCO's and reflected in the Metropolitan Unallocated Revenue budget.

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	Reduction/(Increase)	
	Gross	Net
	$	$

Court Officers

Twenty additional Court Officers were approved in 1987. The request for 2 additions in 1988 is not supported. It is recommended that $24.2 thousand in Salaries and Wages and $2.5 thousand in Fringe Benefits totalling $26.7 thousand be reduced.

In 1981, a formal agreement was executed between the Board of Commissioners of Police and the Province of Ontario respecting the provision of security officers in the courts and, Provincial financial support for this function. In defining this responsibility, the agreement states that "the parties recognize that the provision and maintenance of security in the Provincial Courts is an aspect of the administration of justice in the Province of Ontario and as such is a responsibility of the Attorney General". The agreement provided for 50 officers. Presently, the approved Police establishment is 144 which includes the 20 staff approved in 1987.

Provincial officials have discontinued payments under this agreement and have justified their decision on the basis of an increase in the police per household grant which, in their opinion, would provide the necessary funds to continue court security. The Police Commission and Metropolitan staff are strongly opposed to this action and maintain that the Province is legally obliged to continue funding the court security function, distinct from the police per household grant.

		Reduction/(Increase) Gross $	Net $

Current expectation is that the Province will enter into a new agreement to reimburse the Corporation for Court Officers effective January 1, 1988. Accordingly, it is recommended that the Force's Revenue component be increased by $1,696.2 thousand to reflect a reimbursement for 50 Court Officers for a 12 month period. The overall impact on the Force's Net expenditure therefore is a decrease of $1,722.9 thousand.

Civilian Personnel

Following a detailed re-assessment of 1988 civilian staff requirements, the addition of 7 additional positions is supported. This includes:

1 - Manager, Fleet Information
1 - Computer Operator
2 - Office Clerks
3 - Crime Analysts

On the basis of a May 1988 start date, it is recommended that $119.4 thousand in Salaries Wages and Fringe Benefits be reduced.

		Gross $	Net $
3.2.2	Police Benefit Fund	902.0	902.0

1988 E $10,358.2; 1987 E $10,574.3; 1987 PA $10,175.9

Subsequent to submission of the budget for review, Police were advised that the amount due for 1988 in regard to Unfunded Liabilities should be $902.0 thousand less than the amount provided in 1987. It is recommended therefore that $902.0 thousand be deleted.

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		Reduction/(Increase)	
		Gross $	Net $
3.2.3	OMERS - Police Personnel	500.0	500.0

1988 E $13,372.5; 1987 E $12,694.1; 1987 PA $12,612.8

Information from the Ontario Municipal Employees Retirement Board indicates that effective January 1, 1988, a reduction totalling $500.0 thousand is possible in regard to the supplementary contribution.

3.2.4	Audit Department Charges	12.0	12.0

1988 E $52.0; 1987 E $50.0; 1987 PA $50.0

The Estimate includes $8.0 thousand for indirect audit costs which should be borne by the Audit Department and, $4.0 thousand excess. It is recommended that $12.0 thousand be reduced.

3.2.5	Motor Vehicles - Replacement and Additional Vehicles	120.0	120.0

1988 E $5,574.5; 1987 E $4,549.5; 1987 PA $4,548.6

The annual order volume for replacement vehicles is dependent on the replacement policy established by management, and the number of vehicles which meet the replacement criteria. The 1988 policy is unchanged from 1987, that is, 135,000 kilometres or every 18 to 24 months. Determination of whether a vehicle has achieved the replacement criteria, presently, is a manual exercise. As well, the yearly replacement schedule projection (estimate) is manually derived. On average, the annual requirement approximates one-third of the fleet. The 1988 Estimate is for 372 vehicles comprising 351 replacement vehicles and 21 new vehicle requests.

Reduction/(Increase)	
Gross	Net
$	$

Since 1985, the total motor vehicle request has grown as follows: in 1985 - 289; in 1986 - 333; in 1987 - 356; and in 1988 - 372. Police staff indicate that the inefficiency of the manual system results in an inconsistent replacement schedule. While some growth in the number of additional vehicles can be anticipated due to staff increases it is becoming increasingly difficult to evaluate effectively the adequacy of the replacement component.

The 1987 Police budget provided $334.2 thousand to acquire a Fleet Management Information System ($201.9 thousand for hardware and $132.3 thousand for software). With the system in place, future forecasting for replacement vehicles will be more accurate with efficiencies and cost savings evident early on.

Only the software was purchased in 1987 and an evaluation is presently underway to assess precise hardware and configuration requirements. Implementation of the system will begin immediately (early 1988), and is expected to be partially completed prior to the move to the new Headquarters. The balance will be implemented prior to year end. Cost savings cannot effectively be identified until after one year of operations. A report is therefore expected during 1989. Police staff note that other users of similar systems report annual savings of approximately 3-5%.

Following a detailed review of the new vehicle requirements, it is recommended that only 1 of 3 requested mobile mini stations be provided in 1988. The remaining 2 will be purchased, one each, in subsequent years. Funds were provided in 1987 to acquire and outfit 2 such stations. It is recommended that $120.0 thousand be reduced from the Estimate.

		Reduction/(Increase)	
		Gross $	Net $
3.2.6	Professional and Consulting Services	225.0	225.0

1988 E $4,633.9; 1987 E $3,876.9; 1987 PA $3,641.2

The Estimate includes $300.0 thousand for a 3 phase re-evaluation of the Force's hardware strategy. The review is expected to compare the MTP's current complement of hardware, software, applications, and operations, to the alternatives available from the current vendor, other vendors, and to other Forces.

Of the total, $75.0 thousand is allocated for consultants to carry out Phase I to determine whether to proceed with a change in vendor direction or to continue with the incumbent. No time frame is identified for completion of the Phase.

The conclusions of Phase I will result in one of two possible Phase II scenarios being developed as follows:

1. Phase II plan for a 5 year acquisition and development scenario consistent with the current incumbent vendor and MTPF requirements (Status Quo); or

2. Phase II plan for the tendering and detailed evaluation of alternative vendors (New Direction).

Reduction/(Increase)
Gross $ Net $

The Phase II "status quo" scenario would necessitate approximately $100.0 thousand to develop the 5 year hardware/software plan. The Phase II "new direction" scenario would require $225.0 thousand to develop and execute an entirely new comprehensive plan. Phase III which is beyond the scope of the 1988 budget request, would include the acquisition and implementation of new hardware/software/training/etc., as identified in the plans and implementation schedules developed earlier.

Given the potential policy and funding implications of Phase II, it is recommended that the remaining $225.0 thousand be deleted and provided in Contingency pending a detailed review and analysis by Police and Metropolitan staff of the consultant's findings.

		Gross $	Net $
3.2.7	Data Processing Equipment - Fingerprint Identification System	1,040.0	1,040.0

1988 E $1,966.6; 1987 E $916.5; 1987 PA $821.7

The 1988 Estimate includes $1,040.0 thousand to acquire an Automated Fingerprint Search Computer System (Fingerprint Identification System). The request represents the Force's share of a networked system planned by the Ontario Police Commission for southern Ontario Police Forces. The Province will provide the bulk of the initial funding requirements. While there is general agreement that a system of this nature is required, there is still no Provincial funding commitment at this time for the basic installations.

In 1987, funds were provided in the Contingency for this system. Police staff have indicated that a similar provision is acceptable in 1988. Given the merit of the proposal, it is recommended accordingly.

		Reduction/(Increase)	
		Gross $	Net $
3.2.8	Property Department Charges	349.4	349.4

1988 E $9,103.9; 1987 E $7,355.7; 1987 PA $7,300.0

The 1988 Estimate comprises $7,979.5 thousand for caretaking and maintenance charges and $1,124.4 thousand for various renovations and associated overhead costs. The Estimate which was provided by the Parks and Property Department represents an increase of $1,768.2 thousand or 24.1% over the approved 1987 level. This is attributable largely to the need to provide caretaking and maintenance for the new Police Headquarters and for the new No. 12 and No. 42 Division stations which are to commence operation in 1988.

Subsequent to a detailed reassessment of projected caretaking/maintenance requirements, Parks and Property staff identified a reduction of $288.2 thousand of which $100.0 thousand is specific to the New Headquarters with the remainder distributed amongst Police facilities at 590 Jarvis, 135 Davenport, 60 Richmond, 305-311 Greenfield, and the New No. 12 Division station. As well, $61.2 thousand was reduced by the Department for various minor renovations to Police facilities.

After adjustment, $1,382.0 thousand of the Estimate is allocated specifically to caretaking/maintenance provision

		Reduction/(Increase)	
		Gross	Net
		$	$

for the new Headquarters building. Approximately 62.4% of the funding is for various materials, supplies and services. The remainder is for salaries and benefits for 31 staff, most of which, i.e. 28, will commence operations in June.

There is ongoing discussion between Police and Parks and Property staff as to the necessary level of service for this facility. Accordingly, it is difficult to effectively evaluate the Parks and Property Department's estimate of requirements. Given the magnitude of the costs, and the lack of actual experience with this building and its peculiarities, it is recommended that a joint report prepared by Parks and Property and Police staff be submitted to the Budget Sub-Committee prior to submission of the 1989 Operating budgets which details and justifies the caretaking/maintenance requirements of this facility and identifies the annualized costs.

3.2.9	Tenant Initiated Renovations	135.0	135.0

1988 E $804.7; 1987 E $1,172.3; 1987 PA $972.3

The 1988 Estimate includes $145.2 thousand to construct 2 boathouses, one each at the Scarborough and Etobicoke Marine Unit Satellite Stations. The boathouses primarily are to provide greater security to permit vessels to remain on site when stations are unattended.

Subsequent to the Budget Review meeting, the architects for the original Marine Unit Depot projects forwarded

	Reduction/(Increase)	
	Gross	Net
	$	$

preliminary comments respecting services, fees, scheduling and construction costs. The documentation submitted assumes boathouses costing in the order of $350.0 thousand each and fees ranging from $40.0 thousand for one Depot to $78.5 thousand for both. This is entirely inconsistent with the 1988 Estimate.

Discussions with Police indicate that pending further review, Force priorization, and ultimate costs, it may be desireable to provide funds in 1989 for one or more boathouses. It is recommended that $135.0 thousand be deleted at this time. The remaining funds in 1988, i.e. $10.2 thousand, are for consultants, if necessary, to assist Police staff in identifying appropriate needs, requirements and costs for provision in the 1989 budget.

	Gross $	Net $
3.2.10 Mechnical Inspection	127.3	127.3

1988 E $165.0; 1987 E $150.0; 1987 PA $158.0

The Estimate represents the Force's contribution to the fee paid by Police and the Licensing Commission to the Province for use of the Ministry of Transportation's Falstaff Safety Lane for vehicle inspection. While the Licensing Commission is responsible for between 90 and 95% of all inspections, the annual Police contribution has been approximately 45.3% in each of the past two years.

The Licensing Commission has budgeted $339.0 thousand, which in 1988 represents 90.0% of the fee set by the Province. This level is more commensurate with the number of inspections carried out on their behalf. The

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	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
Police Estimate may be reduced to reflect the remaining 10.0% or $37.7 thousand required. It is recommended that the Estimate be reduced by $127.3 thousand.		
3.2.11 Licenses	110.0	110.0
3.2.12 Rewards and Information	86.1	86.1

Police Estimate may be reduced to reflect the remaining 10.0% or $37.7 thousand required. It is recommended that the Estimate be reduced by $127.3 thousand.

3.2.11 Licenses — 110.0 110.0

1988 E $184.4; 1987 E $71.3; 1987 PA $71.4

The 1988 Estimate includes $110.0 thousand for increased radio license fees to the Ministry of Communications, to reflect a rate similar to that charged private/commercial users. The Police Commission as a municipal user, currently is granted an exemption.

The Minister of Communications has deferred for the time being, any changes to the regulations as they apply to radio license fees for municipalities. Accordingly, as in 1987, it is recommended that funds totalling $110.0 thousand be reduced. In the event the Minister does change the regulations during 1988, it is recommended that these funds be provided in the Contingency.

3.2.12 Rewards and Information — 86.1 86.1

1988 E $629.2; 1987 E $519.7; 1987 PA $468.2

An appropriate funding level for this account is speculative and largely contingent on occurrences during the year. Subsequent to a reassessment of needs by Police staff, the 1987 Estimate was reduced and set at $519.7 thousand. A 4.5% inflationary increase over the 1987 Estimate would provide $543.1 thousand in 1988. It is recommended that $86.1 thousand be reduced.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.13 Courses - Other Conferences and Special Events	150.0	150.0

1988 E $446.4; 1987 E $251.1; 1987 E $254.7

The 1988 Estimate for various courses, conferences and special events excluding those provided through the Canadian and/or Ontario Police Colleges is $446.4 thousand. This is $195.3 thousand or 77.5% greater than the 1987 approved Estimate which was established following a reassessment of Force requirements. Based on a reassessment of Force requirements in 1988, it is recommended that $150.0 thousand be reduced.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.2.14 Various Reductions	1,800.0	1,800.0

Police staff identified the below listed reductions totalling $1,800.0 thousand, which are recommended:

$	Description
20.0	- Office Materials and Supplies (more current data)
80.0	- Protective Clothing (better than anticipated quotation on specialized required raincoats)
50.0	- Vehicle Parts (more up to date data)
20.0	- Vehicle Tires and Tubes (more up to date data)
10.0	- Bad Debt Expenses (consistent with prior experience)
50.0	- Gasoline, Oil, Propane (more current data)
300.0	- Professional and Consulting Services (reduction to Civilian Analyzer program relating to delay in implementation in 1987)
360.0	- Lease/Maintenance Computer Equipment (reduced quotation for maintenance of micros and lease of disk)
910.0	- Increased Gapping - Salaries, Wages and Fringe Benefits for Uniform Personnel (projecting significantly more retirements in 1988 then initially expected)

		Reduction/(Increase)	
		Gross $	Net $
3.2.15	Provincial Subsidy - Policing 1988 E $43,196.5; 1987 E $42,768.8; 1987 PA $42,768.8 Provincial staff have confirmed that the household grant for policing is unchanged from prior years, that is, $50 per household. The budget is premised on a subsidy for 863,430 households, whereas current information from the Province indicates only 861,435 households. It is recommended therefore that the subsidy estimate be adjusted to reflect a decrease by $124.7 thousand. This impacts the net expenditure only.	-	(124.7)
	Total Reductions	4,957.2	6,528.7

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4. Other Recommendations and Comments

4.1 Move to the New Headquarters

1988 E $2,423.1; 1987 E $400.0; 1987 PA $311.6

The move to the new Headquarters building at 40 College Street is scheduled in 3 phases as follows: first move, May 13 to 16; second move, June 10 to 13; and, third move, July 8 to 11. A total of $2,423.1 thousand is provided in 1988.

In the 1987 budget submission, the Force provided an initial estimate of requirements totalling $1,615.2 thousand based on an assumed move in that year. During the budget process, this was subsequently reduced to $400.0 thousand for preliminary requirements. Only $311.6 thousand was spent in 1987. Therefore, 1987-1988 expenditure requirements total $2,734.7 thousand. The approved Capital Works Program also contains approximately $2,800.0 thousand for furniture/furnishings which will provide for most of the work stations, chairs, etc., for the open office areas.

In the 1988 Estimate, requirements for Data Processing Equipment (transitional mainframe computer) and for various Services and Rents have increased dramatically over the original estimate of requirements in 1987. The total increase is $807.9 thousand or 50.0%.

Tender quotations for the physical move are currently being processed. As well, a Request for Information is in process in regard to possible alternatives for transitional data processing equipment, installation and software needs. More definitive information will be known soon. It is recommended that a revised estimate of requirements based on firm cost quotations be submitted to the Budget Sub-Committee Meeting on March 25, 1988, at which time adjustments may be made. No reductions are recommended at this time.

In that these funds are one-time costs only and are for a singular purpose, i.e. the move, these funds will be excluded from the Force's 1989 operating base.

4.2 Deployment Analysis System Pilot

The budget includes $90.0 thousand to acquire hardware and software requirements for the Geographic Information Display System (Geo-coding) currently being developed by the Force. The system which will be tested in the Records Bureau is expected to be a highly valuable asset to the Force in crime trend interpretation, distribution display, crime analysis and related deployment. The actual cost of the hardware and software is not yet known.

A Request for Information with option to purchase was issued in 1987. The Data Processing Unit currently is evaluating the bids which will determine the actual hardware/software combination to best meet the needs of the Force. Ultimately, it is planned that all Divisions, Planning and Development, Operational Planning and possibly all District Headquarters be installed with hardware to utilize the system. It is estimated that $50.0 thousand will be required per unit for a Force total in excess of $1,150.0 thousand.

It is recommended that Police staff submit a detailed report on the pilot study results to the Treasury Department prior to submission of the 1989 budget. The report should identify and justify costs and set out an implementation schedule should the Commission decide to proceed with the system.

4.3 E911

The re-routing and installation of trunk lines and relocation of switches for the E911 service is scheduled to occur in 1990. This will coincide with the move of the Communications Bureau to the new Headquarters building. The projected cost of relocation is $1,250.0 thousand (in 1986 dollars). This represents in the order of $1,490.0 thousand in 1990 dollars assuming only a 4.5% compounded annual inflationary rate.

Staff are currently analyzing relocation options. An information exchange with other E911 service users is underway. A variety of lease or purchase options may be available from Bell. Staff advise, and it is so recommended, that a detailed study of the E911 Service and its relocation be undertaken in 1988 to allow sufficient time to analyze any options that become apparent during the year. It is recommended further that the results of this analysis be forwarded with the 1989 budget submission.

The initital E911 installation costs were not charged directly to the Police budget but were borne by the Corporation on behalf of the community for whose benefit it was initiated. Consistent with this intent, funds will be provided from Contingency.

4.4 Parking Tag Operations

Council on May 13, 1986, amended and adopted a joint report from the Commissioners of Roads and Traffic and Finance, and the Chief of Police, respecting assumption of parking tag administration and processing. The report indicated that in the long-term, POA II implementation will bring about savings in the Police Commission budget, in summons and warrant processes and in court scheduling. The report identified a potential net savings to the Commission of $3,400.0 thousand. Council recommended that "the Chief of Police be requested to further review the potential savings of $3,400.0 thousand under the Provincial Offenses Act II and report to Metropolitan Council on how these savings may be achieved".

During 1987, the Metropolitan Corporation assumed partial responsibilities for the parking tag function. Phase II assumption of the responsibilities is scheduled for July 1988, at which time the Corporation will be actively involved in POA II.

The Treasury Department has been requested to submit to the Transportation Committee and Budget Sub-Committee a comprehensive progress report which details all aspects of the Parking Tag Operations function as assumed and implemented by the Corporation. The report is requested prior to commencement of the 1989 budget process. It is recommended that the Chief of Police be requested to report in conjunction with the Treasury Department in regard to the potential $3,400.0 thousand savings as discussed above and recommended by Council. It is noted that the 1988 Police budget identifies 5

Summons Servers positions which are vacant and will likely remain so as a result of POA II implementation.

4.5 Economic Summit

The Metropolitan Toronto Police Force will be involved in a Tri-Forces operation with the Ontario Provincial Police and the Royal Canadian Mounted Police for the 1988 Economic Summit to be held in the period June 19 through 22.

The primary Force involvement relates to the security of approximately 2,000 delegates including Heads of State, First Ministers, Finance Ministers and their staff. Hotels, conference sites, selected buildings and travel routes will be secured and monitored. In the order of 1,500 Police personnel will be assigned directly to the four day period. A number of others have been committed prior to the event, primarily in planning and coordination.

The Force's budget submission provides $811.0 thousand comprising: $500.0 thousand in Overtime costs; $227.5 thousand in Equipment Purchases; $22.5 thousand for Equipment Rentals; and, $61.0 thousand for various other related expenses. The funding represents a one-time expenditure which will not be reflected in the base estimate used for developing the Force's 1989 budget submission. This excludes $227.5 thousand for necessary equipment purchases which will be retained.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14
	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: POLICE COMMISSION

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER YUILL

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	404,124.5	+4.4
3.2.1	R15	46 Parking Control Officers	(745.7)		(745.7)	■	■
3.2.1	R13	Court Officers	26.7		26.7	■	■
3.2.1	-	Revenue - Court Officers	-	(1,696.2)	1,696.2	■	■
3.2.1	R14	Civilian Personnel Request	119.4		119.4	■	■
3.2.2	-	Police Benefit Fund	902.0		902.0	■	■
3.2.3	-	OMERS Contribution-Police	500.0		500.0	■	■
3.2.4	-	Audit Charges	12.0		12.0	■	■
3.2.5	R11	Mobile Mini Stations	120.0		120.0	■	■
3.2.6	R09	Evaluation of Computer System	225.0		225.0	■	■
3.2.7	R12	Fingerprint Identification System	1,040.0		1,040.0	■	■
3.2.8	R06	Property Department Charges	349.4		349.4	■	■
3.2.9	R05	Boathouses at Satellite Stations	135.0		135.0	■	■
3.2.10	-	Mechanical Inspections	127.3		127.3	■	■
3.2.11	-	License Fees	110.0		110.0	■	■
3.2.12	-	Rewards & Information	86.1		86.1	■	■
3.2.13	-	Courses -Other Conferences	150.0		150.0	■	■
3.2.14	-	Various Reductions	1,800.0		1,800.0	■	■
3.2.15	-	Provincial Subsidy	-	124.7	(124.7)	■	■
						■	■
						■	■
Total			4,957.2	(1,571.5)	6,528.7	399,167.3	+3.2

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO AND REGION CONSERVATION AUTHORITY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure:			
Finance and Administration	2,746.7	2,623.2	2,749.0
Field Operations	7,171.4	6,505.9	6,546.1
Program Services	1,431.7	885.7	895.2
Black Creek Pioneer Village	4,120.7	3,789.5	3,502.6
Water Resource Flood Control	2,345.7	2,253.1	2,251.0
Keating Channel	385.0	675.0	562.6
Vehicle and Equipment Reserve	584.0	322.0	330.1
Deficit Elimination Payment	0.0	0.0	203.5
Total Expenditure	18,785.2	17,054.4	17,040.1
Less Revenue:			
Provincial Grants	3,456.5	3,492.3	3,430.4
Levies Other Than Metro	1,503.0	1,369.5	1,369.5
Basic Revenues	6,939.8	6,287.4	6,695.6
Other Income	1,865.6	1,006.5	710.8
Levy on Hand	50.6	0.0	(64.9)
Total Revenue	13,815.5	12,155.7	12,141.4
NET COST TO METRO EXCLUDING CAPITAL FINANCING	4,969.7	4,898.7	4,898.7
Capital Financing:			
DEBT CHARGES	3,991.7	4,010.9	3,813.1
CAPITAL FROM CURRENT	2,986.9	2,923.5	2,449.3
Total Capital Financing	6,978.6	6,934.4	6,262.4
Net Cost to Metro including Capital Financing	11,948.3	11,833.1	11,161.1

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO AND REGION CONSERVATION AUTHORITY

REVIEWED BY: CONTROLLER MORRISH (In $000's)

METRO SHARE

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross/Net Expenditure				
	Budget Request (excluding Capital Financing)	5,234.6	4,898.7	+335.9	+6.9
	Recommended Reduction	264.9			
	Recommended Funding excluding Capital Financing	4,969.7	4,898.7	+71.0	+1.4
1.2	Capital Financing	7,850.4	6,934.4	+916.0	+13.2
1.3	Recommended Funding including Capital Financing	12,820.1	11,833.1	+987.0	+8.3

1.4 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	197	197	195
Net Additions/(Deletions) Requested	36	36	2
Total Establishment	233	233	197

2. Overview

The recommended funding is $71.0 thousand or 1.4% over the 1987 approved estimate. The 1988 recommended increase has been minimized by increases in Provincial funding and anticipated continuation of higher user revenue experienced in 1987. The proposed staff increases, combined with a $445.0 thousand development expenditure in the Conservation Areas, are the major contributors to the growth in the 1988 recommended funding.

Each municipality's share of the Authority's costs is based on its proportion of the total assessment within the Authority's boundaries. As the surrounding regional municipalities are growing faster than Metro, the Metro share of the total municipal levy is decreasing. The 1988 share will decrease 1 percentage point to 78.7%, the equivalent of a 1.3% or $64.2 thousand savings in the levy request.

2.1 Levy on Hand

Due to increased interest earnings and higher Conservation Area revenues, the Authority is reporting a 1987 surplus of $247.9 thousand.

Under Council policy, the Authority is required to credit any levy on hand to the next year's operating expense. The Authority is proposing to use the 1987 surplus to eliminate its $203.5 thousand deficit. It is recommended that the request be granted.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
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3. Recommendations

It is recommended that:

(1) final costs of the Cold Creek Conservation Area sound reduction project be discussed with Treasury Department staff prior to any financial commitments being made (see page 5);

(2) commencing in 1989, the Conservation Education program's major maintenance costs be funded on the same basis as its operating costs (see page 6);

(3) a three year management profitability plan for the Food Services program be submitted with the Authority's 1989 budget request (see page 9); and

(4) the terms of the proposed major maintenance reserve be submitted to Treasury Department staff for review prior to the commitment of any funds (see page 10).

3.1 Details of Recommended Reductions/(Increases)

	Reduction/(Increase) Gross/Net $
GRANTABLE PROGRAMS	
3.1.1 Adjustments Due to Availability of Provincial Subsidy	121.0

In approving the Authority's 1987 Estimates, Council indicated that it would not fund any cost shared programs where Provincial funding was absent. In 1988, the Authority will not be requesting provincial grants for certain grant-eligible expenses. It is recommended that the Metropolitan levy contribution towards these unshared expenses be deleted and the levy be reduced by $26.0 thousand.

Reduction/(Increase)
Gross/Net
$

The 1988 request anticipates an increased Provincial administration grant of 8.9%. Based on past experience, it is unlikely the grant will exceed 5.0%. It is recommended that the Metropolitan levy be reduced by $95.0 thousand.

3.1.2 General Reductions 24.1

A variety of smaller reductions have been identified in the Finance and Administration and the Water Resource Divisions, totalling $24.1 thousand. It is recommended the estimate be reduced accordingly.

3.1.3 Keating Channel Dredging 57.3

1988 E $400.0; 1987 E $675.0; 1987 PA $550.0

This is a four year, $6,000.0 thousand project shared equally between the Authority, the Toronto Harbour Commission and the Federal Government to dredge the Keating Channel and eliminate potential flooding in East Toronto. Work commenced in September 1986.

Dredging delays due to a mechanical breakdown late in the year, resulted in a $57.3 thousand under-expenditure. As these funds have already been advanced, the $57.3 thousand becomes a levy on hand credited against the 1988 levy. It is recommended the 1988 estimate be reduced by $57.3 thousand.

Reduction/(Increase)
Gross/Net
$

3.1.4 Conservation Area Development

1988 E $445.0; 1987 E $33.0; 1987 PA $50.0

In 1988, the Authority is proposing a major increase in capital expenditures to develop its Conservation Areas. $445.0 thousand has been requested for five projects:

Sound reduction at Cold Creek - $100.0 thousand.

Communication materials re strategy for public use of Conservation Areas - $15.0 thousand.

Access road and trail improvements at Kortright - $75.0 thousand.

Picnic shelters at Greenwood - $95.0 thousand.

Improvements to the Albion Hills campground - $160.0 thousand.

There is considerable uncertainty as to the final costs of the sound reduction at Cold Creek. It is recommended that final costs be prepared and discussed with the Treasury Department staff prior to any commitments being made to this project.

Future Conservation Area development expenses will be contained in the ten year Conservation Area strategy (see page 11).

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Reduction/(Increase)
Gross/Net
$

NON-GRANTABLE PROGRAMS

3.1.5 Conservation Education

1988 E Cost	$1,686.3	1987 E	$1,616.3
Revenue	1,580.2	Revenue	1,532.8
Levy	106.1	Levy	83.5
Surplus/(Deficit)	0.0		0.0

1987 PA	$1,556.5
Revenue	1,478.0
Levy	78.5
Surplus/(Deficit)	0.0

The Authority operates five field centres primarily for use by Metropolitan school boards. While operating costs are recovered from the program's users, major maintenance costs have been charged against the municipal levy. The program's near capacity attendance and the minimal increase in costs involved, suggest that major maintenance costs can be recovered from users with negligible impact on attendance.

It is recommended that commencing in 1989, the conservation education program's major maintenance costs be funded on the same basis as its operating costs.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.1.6 Black Creek Pioneer Village	44.8

1988 E Cost	$2,419.3	1987 E	$2,212.8
Revenue	1,669.9	Revenue	1,541.7
Levy	749.4	Levy	671.1
Surplus/(Deficit)	0.0		0.0

1987 PA	$2,214.7
Revenue	1,520.7
Levy	671.1
	(22.9)

In 1988, attendance has been projected at 324,000, 8% over 1987. Recalculation of admission revenue, based on 1988 price increases and 1987 actual per-visitor gift shop revenue, indicates an additional $44.8 thousand in revenue. The effect of this change is to reduce net expenditure by $44.8 thousand.

The 1986 budget analysis report recommended the Authority submit a comprehensive business plan for the Village in order to deal with decreasing user revenue. The business plan was to identify the respective shares of user revenue, other income and municipal levy to be used at calculating the future funding of the Village. Submission was delayed until May 1987 and the document is still outstanding. Preparation of a business plan will emerge from the larger cost sharing negotiations taking place in 1988.

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					Reduction/(Increase) Gross/Net $
3.1.7	Kortright Centre				17.7
	1988 E Cost	$790.5	1987 E	$619.3	
	Revenue	505.7	Revenue	329.8	
	Levy	284.8	Levy	289.5	
	Surplus/(Deficit)	0.0		0.0	
	1987 PA	$643.0			
	Revenue	349.4			
	Levy	289.5			
		(4.1)			

Kortright Centre provides educational experiences to the public in various aspects of conservation. 1988 attendance is projected at 96,000, 6,000 higher than the 1987 level.

Adjustment to 1988 revenues based on 1987 actual per-visitor revenue will generate an additional $17.7 thousand. The net effect is a reduction of $17.7 thousand in expenditure.

As long term Provincial funding now appears secure, the Authority has included $90.0 thousand for its renewable energy project in its budgeted costs. In previous years, these funds were spent but not included in the Authority's estimates.

Developing alternative revenue sources is an issue at Kortright as the percentage of costs financed by the municipal levy has been increasing approximately 1 percentage point per annum. Longer term financing in capital development of the Kortright Centre will be covered by the ten year Conservation Area strategy.

Total Recommended Reductions 264.9

3.2 Other Comments and Recommendations

3.2.1 Food Services

1988 E Cost	$1,587.0	1987 E Cost	$1,484.4	1987 PA Cost	$1,550.0
Revenue	1,655.0	Revenue	1,514.4	Revenue	1,610.0
Profit	68.0	Profit	30.0	Profit	60.0

In 1987, the Authority decided to directly manage, rather than contract the operation of the Food Services program. This will involve the conversion of 12 staff to the Authority's establishment. 1987 profits were enhanced by increased attendance at conservation areas and increased profitability at Black Creek Pioneer Village.

The strategy now being developed is to pursue special event catering to create profits. In 1987, over 60% of food profit came from this source. Visitor services operations are being targeted at a break-even or marginally profitable level. The 1988 Estimates are based on increased profitability from catered events held at the Village offset by reduced revenue at other sites due to lower projected attendance.

Food Services is one of the few direct revenue generating sources operated by the Authority. The increase in 1988 profitability is welcomed and further profitability by Food Services will contribute to the Authority's financing.

During 1988, Food Services staff will prepare a three year plan to identify the sales/profitability potential for special event catering and establish profitability targets over the same period. Establishment of profitability targets will assist in the management of the Food Services program, as well as the budgeting of the various Authority programs which rely on food service profits to offset their costs. It is recommended this information be submitted as part of the 1989 operating budget.

3.2.2 Major Maintenance

In 1984, Council directed the Authority to develop a preventative maintenance plan for all Authority buildings. Emphasis on major maintenance has declined since 1985, due to the lapsing of the three year major maintenance program plan and reduction in major maintenance budgets in order to finance non-discretionary expenses.

The importance of reinstating a major maintenance program to prevent potentially more expensive deterioration of assets was reemphasized to Authority staff who have committed to prepare a multi-year, annually updated major maintenance schedule in 1988.

In order to minimize fluctuations in annual budgets, Authority staff are considering establishing a major maintenance reserve and have requested that $30.0 thousand of the remaining 1987 levy on hand be designated for this purpose. It is recommended that the terms of the proposed reserve be submitted to Metropolitan Treasury staff for review prior to the commitment of any funds.

3.2.3 Strategy for the Public Use of Conservation Area Lands

In 1988, the Authority will be submitting for municipal approval, a ten year strategy to re-establish attendance, facilities and financing of its conservation areas. The strategy is largely based on a ten year $38,000.0 thousand capital development, shared equally between the public and private sectors. Metropolitan Toronto's share is estimated at $4,800.0 thousand over the ten years.

During submission of the 1988-1992 Capital Works Program, the Authority requested that these costs be transferred to its capital budget. It was recommended that any transfer be deferred pending renegotiation of the cost sharing of the conservation area net operating costs now rescheduled to take place in 1988. This will permit all member municipalites to determine their share of costs prior to making the long term commitments desired by the Authority.

Authority staff will present detailed concept plans for the development of individual conservation areas affected by the ten year strategy. In order to enhance the financing of the conservation areas, Metro provided a special $15.0 thousand grant in 1987, to hire consultants to prepare financial pro formas for the capital developments for which the Authority is seeking municipal funding. The rate of return on these items will form part of Metro's decision whether to support the proposed capital investments.

3.2.4 Financing of Non-Grantable Programs

Excepting related administrative expenses, several of the Authority's programs are ineligible for provincial grants. Total costs are recovered from user fees and the municipal levy. The main non-grantable programs account for 55% of the requested Metropolitan levy, excluding Keating Channel.

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The increasing degree with which certain of these programs are drawing on the municipal levy for finance, has been the focus of previous reports and actions have been recommended with respect to specific programs, e.g., Black Creek Pioneer Village. The Authority recognizes the uncertainty that undefined cost sharing in these programs imposes on the rest of its operations and proposes to develop defined cost sharing of costs for the main non-grantable programs as part of the larger re-negotiations taking place in 1988 concerning municipal cost sharing of Conservation Areas described in Section 3.2.3. It is understood that the Authority will treat this matter as a priority in 1988 and that full resolution is desired in 1989.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: TORONTO TRANSIT COMMISSION

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
T.T.C. Operations:			
Expenditure	542,995.2	497,728.0	500,558.9
Less Revenue	387,738.3	354,354.0	364,649.0
NET OPERATING COST	155,256.9	143,374.0	135,909.9
Metro Special Costs:			
TRANSPORTATION OF THE PHYSICALLY DISABLED	19,194.5	14,384.2	14,153.0
REDUCED FARES FOR ELDERLY PERSONS	12,712.0	11,477.0	12,339.6
REDUCED FARES FOR WAR VETERANS	100.0	102.0	100.0
TRANSPORTATION FOR BLIND AND WAR AMPUTEES	729.0	826.0	826.0
LEASE OF COMMUTER PARKING LOTS	581.5	406.3	412.5
REMUNERATION AND EXPENSES OF COUNCIL APPOINTEES	85.6	79.1	86.0
Total Metro Special Costs	33,402.6	27,274.6	27,917.1
Metro Gross Expenditure excluding Capital Financing	188,659.5	170,648.6	163,827.0
Less Provincial Subsidies:			
OPERATING ASSISTANCE SUBSIDY	85,381.0	77,580.9	76,995.9
TRANSPORTATION OF THE PHYSICALLY DISABLED SUBSIDY	9,597.8	7,192.1	7,077.0
CAPITAL ASSISTANCE SUBSIDY - PARKING LOTS	436.4	304.7	309.0
Total Provincial Subsidies	95,415.2	85,077.7	84,381.9
Net Expenditure excluding Capital Financing	93,244.3	85,570.9	79,445.1
Capital Financing:			
DEBT CHARGES	18,697.4	13,714.0	13,530.4
CAPITAL FROM CURRENT	10,475.2	12,226.0	11,465.1
Total Capital Financing	29,172.6	25,940.0	24,995.5
Net Expenditure including Capital Financing	122,416.9	111,510.9	104,440.6

March 28, 1988

TORONTO TRANSIT COMMISSION

COUNCILLOR ROWLANDS

(In $000's)

Amendment to the Budget Sub-Committee Member's Review Report (see page 1)

The Budget Sub-Committee, at its meeting of March 25, 1988, recommended that the following adjustments be made to the Budget Sub-Committee Member's Review Report for the Toronto Transit Commission as a result of recent revisions in projected ridership for 1988: gross expenditures be decreased by an amount of $1,078.9 thousand and Provincial grants be decreased by $186.0 thousand. As a result, the recommended Metro Net Expenditure for the TTC is $892.9 thousand lower.

The above recommendation results in the following revised 1988 Estimate (excluding Capital Financing).

	1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
	$	$	$	%
Gross Expenditure				
Gross Expenditure as Shown in Review Report	189,738.4	170,648.6	+19,089.8	+11.2
Recommended Reduction	1,078.9			
Revised Gross Expenditure	188,659.5	170,648.6	+18,010.9	+10.6
Net Expenditure				
Net Expenditure as Shown in Review Report	94,137.2	85,570.9	+8,566.3	+10.0
Recommended Reduction	892.9			
Revised Net Expenditure	93,244.3	85,570.9	+7,673.4	+9.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
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BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: TORONTO TRANSIT COMMISSION

REVIEWED BY: COUNCILLOR ROWLANDS

(in $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Operating Expenditure	547,916.0	497,728.0	+50,188.0	+10.1
	Less Revenue	387,512.0	354,354.0	+33,158.0	+9.4
	Requested Net Operating Cost	160,404.0	143,374.0	+17,030.0	+11.9
	Requested Metro Direct Costs	32,765.0	27,274.6	+5,490.4	+20.1
	Requested Gross Expenditure	193,169.0	170,648.6	+22,520.4	+13.2
	Recommended Reduction	3,430.6	-	-	-
	Recommended Funding	189,738.4	170,648.6	+19,089.8	+11.2
1.2	Net Expenditure				
	Requested	96,581.0	85,570.9	+11,010.1	+12.9
	Recommended Reduction	2,443.8	-	-	
	Recommended Funding	94,137.2	85,570.9	+8,566.3	+10.0
1.3	Capital Financing	24,793.0	25,940.0	-1,147.0	-4.4
1.4	Net Expenditure Including Capital Financing	118,930.2	111,510.9	+7,419.3	+6.7

1.5 Establishment

	Recommended for 1988 Funding	1988 Request	Approved 1987
January 1 Approved Establishment	9,322	9,322*	9,110
Net Additions	573	573	187
Total Establishment	9,895	9,895	9,297

* Twenty-five further positions were added during 1987.

The above figures include employees of Wheel Trans and the Engineering and Construction Branch.

2. Overview

The Toronto Transit Commission approved its 1988 operating budget on November 17, 1987 (see Attachment I). Total operating expenditure is expected to increase 10.1%, while revenue will grow 9.4% over the 1987 approved estimate, generating a net operating expenditure increase of 11.9%.

Total provincial subsidy is expected to increase $11,510.3 thousand or 13.5%. This sum includes special provincial subsidies provided for the Spadina subway and the Scarborough RT line and a $9,180.5 thousand subsidy, equivalent to 50% of the net operating cost of Wheel Trans.

As in previous years, increases in Wheel Trans of $3,976.8 thousand (27.6%) and $1,035.0 thousand (9.0%) in reduced fares for seniors are the major contributors to the $5,490.4 thousand (20.1%) increase in Metro's special costs.

The recommended funding provides for an increase in Metro gross expenditures of 11.2% and in Metro net expenditure (excluding capital financing) of 10.0% over the 1987 approved estimate.

1988 estimates provide for a 2.2% increase in ridership to 466 million. The Toronto Transit Commission approved an increase of 4.5% in the average fare, including a new 2 ticket senior's fare to be introduced on a test basis in 1988.

A total of 573 new permanent positions are recommended in 1988. Improvements in vehicle maintenance, the opening of a new bus garage and manpower for increased services are responsible for 234 additions. TTC takeover of the Wheel Trans service involves hiring an additional 339 staff.

2.1 Negotiations to Equalize Sharing of TTC's Operating Subsidy

The equal cost sharing of TTC's eligible operating deficit assumes continued payment of approximately $6,482.0 thousand in special rapid transit subsidies. As noted in the 1987 report, these subsidies will be eliminated by the early 1990s. As a result, Metro will finance more than half of the net operating deficit. The Chief Administrative Officer has proposed to the Deputy Minister, Ministry of Transportation, that in order to maintain the principle of equal municipal/provincial cost sharing, that the rapid transit subsidy be eliminated, the revenue cost ratio be formally set at 68%, rather than 72.5% and Metro and the province equally share any eligible operating deficit. This provides an overall cost sharing formula of 68% user, 16% Province and 16% Metro.

The Chief Administrative Officer hopes to report shortly that this issue has been satisfactorily concluded.

2.2 Wheel Trans Service

Wheel Trans service provides door-to-door transportation for eligible mobility handicapped residents. Reservations, scheduling and dispatch service are operated by TTC, transportation is contracted through a private operator.

The 1988 requested Estimate represents a 27.6% increase over the 1987 approved Estimate with the net cost per trip increasing 15.0% to $26.90. Providing additional rides through more expensive vehicles is the main source of the increase. Ridership is budgeted to increase 12.8% to 682,700 trips. Vehicles in service will increase by 20.0%. Wheel Trans proposes to use some of the additional vehicle capacity to reduce the annual rejected rides from 10% to 2%. 1988 productivity has been lowered from 1.9 to 1.87 trips per vehicle hour, as the formerly rejected riders will likely be less efficiently served.

On December 8, 1987, Metropolitan Council approved TTC assuming full operation of the Wheel Trans service following termination of the current contract on October 31, 1988. Factors behind this decision were the need to protect the investment in the vehicle fleet and improve quality and service to the disabled community. In addition to the operating costs for a TTC run service, a new bus garage is required to house the Wheel Trans vehicles. Most recent details concerning the takeover are provided on page 10.

3. Recommendations

It is recommended that:

(i) subject to continuation of provincial cost sharing, concession fares paralleling those offered on the conventional transit system be offered on the Wheel Trans services commencing on or after May 1, 1988 (see page 8); and

(ii) any unbudgeted increase in Wheel Trans service be limited to that achieved through higher than budgeted productivity (see page 12).

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3.1 Details of Recommended Reductions/(Increases)

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.1.1 Non-Passenger Revenue	350.0	241.5

3.1.1 Non-Passenger Revenue

1988 E $20,912.3; 1987 E $18,343.6; 1987 PA $18,576.8

Revised estimates prepared by the TTC's advertising agency indicate an additional $150.0 thousand will be generated in 1988. It is recommended that the revenue estimate be increased by $150.0 thousand.

TTC originally anticipated a $700.0 thousand dividend as sole shareholder of Gray Coach Lines. Due to Gray Coach's own enhanced 1987 profits and the additional revenue generated by its 1987 purchase of Trentway-Wagar, TTC now expects to receive a 1988 dividend of $900.0 thousand. It is recommended that other revenue be increased by $200.0 thousand. These recommendations have the effect of reducing gross expenditure by $350.0 thousand.

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.1.2 Pension and Employee Costs	140.2	96.7

3.1.2 Pension and Employee Costs

1988 E $61,565.0; 1987 E $54,264.8; 1987 PA $54,500.0

A 5% increase in OHIP premiums has been calculated effective January 1. No increase will occur prior to April 1, with the possibility that there may be no increase throughout 1988. It is recommended that this item be reduced by $62.6 thousand, and the possibility of further reductions be reviewed prior to the Budget Sub-Committee meeting.

Unemployment Insurance premium costs were based on a rate increase of 8.0%. 1988 rates increased 6.6% and it is recommended that the estimate be reduced by $77.6 thousand.

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		Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.1.3	Automotive Fuel 1988 E $22,803.9; 1987 E $20,564.5; 1987 PA $20,275.8 The 1988 request is based on a 9.0% increase in the price of diesel fuel. The anticipated continuation of the global oil surplus will moderate any 1988 price increases. It is recommended that a 5.8% increase be budgeted and the estimate be reduced by $750.0 thousand.	750.0	517.4
3.1.4	Injuries and Damages 1988 E $20,369.6; 1987 E $15,227.3; 1987 PA $17,762.1 A total of $10,150.0 thousand has been budgeted for either the payment of injuries and damage claims to be settled in 1988, or to be reserved for future payment. A review of the estimate has identified $1,000.0 thousand which can be deleted.	1,000.0	689.9
3.1.5	Property Taxes and Licences 1988 E $6,151.5; 1987 E $6,040.0; 1987 PA $5,602.7 Funds have been provided for an estimated 6.0% growth in property taxes. Under the present economic conditions, a 5.0% increase appears more likely. It is recommended the estimates be reduced by $52.0 thousand to $6,099.5 thousand.	52.0	35.9
3.1.6	Major Projects 1988 E $8,742.0; 1987 E $4,250.0; 1987 PA $4,505.0 This appropriation includes major maintenance and non-recurring items.	1,000.0	689.9

	Reduction/(Increase)	
	Gross $	Net $

$1,310.0 thousand in 1988 expenses result from a Metropolitan Council recommendation that items previously contained in the TTC's Capital Works Program, but considered ineligible for capital subsidy, be transferred to the TTC's operating budget.

In 1987, the TTC decided to accelerate renovations at the McBrien and Hillcrest sites and to increase expenditures to meet the greater number of requests for renovation. Higher 1987 expenses were funded from the unbudgeted fare box revenue. 1988 and 1989 increased expenses are to be contained in their respective year's estimates. To minimize the impact on the Metropolitan property tax, it is recommended that $1,000.0 thousand be deleted.

	Gross $	Net $
3.1.7 General Reductions	1,100.0	758.9

In order to minimize increases in the 1988 property tax, the TTC has agreed to achieve a further reduction of $1,100.0 thousand by realizing economies throughout its operations.

WHEEL TRANS

	Gross $	Net $
3.1.8 Orion II Body Repair Costs	27.5	13.8

1988 E $127.5; 1987 E $146.2; 1987 PA $25.0

When the Orion II buses began service, TTC agreed to contribute towards higher anticipated body repair costs. These funds were budgeted as part of the Orion II hourly rate. In 1988, the TTC has budgeted $127.5 thousand,

	Reduction/(Increase) Gross $	Net $
anticipating a backlog of repairs prior to the return of the vehicles to the TTC. Actual annual expenditure, which varied between $10.0 thousand and $25.0 thousand, has been considerably below the funds budgeted.		
It is recommended that the estimate be reduced by $27.5 thousand to $100.0 thousand.		
3.1.9 TTC In-House Costs	89.4	44.7
3.1.10 Passenger Revenue	45.4	22.7

anticipating a backlog of repairs prior to the return of the vehicles to the TTC. Actual annual expenditure, which varied between $10.0 thousand and $25.0 thousand, has been considerably below the funds budgeted.

It is recommended that the estimate be reduced by $27.5 thousand to $100.0 thousand.

3.1.9 TTC In-House Costs — 89.4 — 44.7

1988 E $3,815.2; 1987 E $3,206.5; 1987 PA $3,151.5

The following reductions are recommended for a total reduction of $89.4 thousand.

	$
Purchase of Furniture and Computer Terminals	35.0
Orion II Inspection	10.9
Office Relocation Expenses	43.5
	89.4

3.1.10 Passenger Revenue — 45.4 — 22.7

1988 E $544.1; 1987 E $563.6; 1987 PA $553.6

The 1988 Estimates contain the introduction of concession fares for Wheel Trans riders to parallel those offered on the conventional transit system. The recommendation to consider concession fares was referred by Metropolitan Council back to the TTC for reconsideration. Based on

	Reduction/(Increase)	
	Gross $	Net $

half-fare, primarily for senior citizen riders, a $108.9 thousand reduction in revenue has been projected. Initial discussions with Ministry of Transportation staff indicate the loss of revenue will be shared equally between Metro and the Ministry under the present and the proposed subsidy formula. Funds budgeted assume commencement of concession fares in January 1st. It is recommended implementation be delayed until at least May 1, to permit Council approval of the concession fare. This recommendation reduces expenses by $45.4 thousand.

	Gross	Net
3.1.11 Development of Cost and Performance Indicators	(35.0)	(17.5)

1988 E $35.0; 1987 E $0.0; 1987 PA $0.0

On December 8 and 11, when Metropolitan Council approved full TTC integration of Wheel Trans, the following recommendation was also adopted: "a joint Metropolitan Toronto, Ministry of Transportation of Ontario and Toronto Transit Commission committee develop cost and performance indicators for the Wheel Trans service for the inclusion in the Wheel Trans 1989 and future operating budgets".

It is anticipated that outside expertise will be required for this task. The Ministry of Transportation has agreed to cost share 50% of the expenses. It is recommended that the estimate be increased by $35.0 thousand in order to comply with Council's recommendation.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase)	
	Gross $	Net $
3.1.12 TTC Takeover Costs	(960.8)	(480.4)

In order to allow sufficient time for necessary preparations, TTC has rescheduled its takeover of Wheel Trans service to January 1989. However, staff training and parts inventory costs will be incurred in December 1988. TTC staff have requested $960.8 thousand for these expenses and it is recommended the estimate be increased accordingly.

Other Metro Special Costs

	Gross	Net
3.1.13 Reduced Fares for Elderly Persons	(200.0)	(200.0)

1988 E $12,512.0; 1987 E $11,477.0; 1987 PA $11,954.0

This item finances half the cost of fares for eligible senior citizen riders. Based on an anticipated 2.2% growth in rides, TTC have requested the estimate be increased to $12,579.0 thousand. For the last 2 years, this item has been under-budgeted because of higher than expected ridership growth. It is recommended that the estimate be increased by $200.0 thousand to $12,712.0 thousand, based on a 3% ridership growth.

	Gross	Net
3.1.14 Reduced Fares for Blind and War Amputees	19.0	19.0

1988 E $1,072.0; 1987 E $826.0; 1987 PA $826.0

The increase in this item is due to the growth in eligible riders. TTC staff have revised the estimate to $1,053.0 thousand. It is recommended the estimate be reduced by $19.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

		Reduction/(Increase)	
		Gross $	Net $
3.1.15	Lease of Commuter Parking Lots	55.5	13.9

1988 E $637.0; 1987 E $406.3; 1987 PA $412.0

This item covers the leasing costs for 3 parking lots not owned by Metro but used by the TTC. Lease costs are subsidized 75% by the Province. Council approved the purchase of one of the lots in 1987. Title is expected to be transferred by May 1, 1988, with a resultant $55.5 thousand savings in 1988 rent. It is recommended the estimate be reduced by $55.5 thousand.

3.1.16	Remuneration and Expenses of Council Appointees	(2.6)	(2.6)

1988 E $83.0; 1987 E $79.1; 1987 PA $82.6

The 1988 requested estimate provides $5.0 thousand for additional expenses beyond the reimbursement of non-elected Commissioners. The sum has not been reviewed for several years and has not kept pace with increases in costs for items such as conference attendance. It is recommended that the estimate be increased by $2.6 thousand to $85.6 thousand.

Total Recommended Reduction	3,430.6	2,443.8

3.2 Other Recommendations and Comments

3.2.1 Provision of Unbudgeted Wheel Trans Service

In 1987, Council recommended a cap on service due to potential annualization costs if unspent funds due to late delivery of new vehicles were transferred into additional trips. Wheel Trans staff have requested that no ceiling be applied in 1988 to enable it to offer certain discretionary services. The 1988 Estimate is similar in that a delay in the delivery of new operationally more expensive Orion IIs will release funds. As funds are budgeted to provide a specified level of services at a defined cost, it is not appropriate that surplus funds be applied to exceed the budgeted service hours. However, this does not restrict Wheel Trans from delivering additional rides through higher than budgeted productivity. It is recommended that any unbudgeted increase in service be limited to that achieved through higher than budgeted productivity.

3.2.2 Anticipated Developments in Wheel Trans Service and Subsidy

During the 1987 provincial election campaign, the Premier announced $84,100.0 thousand for disabled transit services over the next five years. $50,000.0 thousand was directed to increase service and broaden eligibility. Details are expected to be announced early in 1988 and will affect future capital and operating expenditures.

Provincial Wheel Trans subsidy is built up from a variety of formulae. Since the commencement of service, Metropolitan Council has taken the position that any operating deficit should be financed equally by the municipality and the Province. During 1988, it is expected the Province will present a new subsidy formula providing municipalities with a guaranteed 50% subsidy. Such an announcement would be welcomed.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Appended to this Report are the Following Attachments:

ATTACHMENT I *	-	Toronto Transit Commission Operating Budget - approved by the Commission November 17, 1987

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* The figures contained in this attachment reflect the costs and revenues as prepared in the TTC format. Additional calculations are required to transpose these figures into the format presented on page 1.

TORONTO TRANSIT COMMISSION

JEFFERY S. LYONS
CHAIRMAN

GORDON J. CHONG
VICE-CHAIRMAN

C. DENNIS FLYNN
THOMAS R. JAKOBEK
CAROLE J. KERBEL
COMMISSIONERS

ALLAN LEACH
CHIEF GENERAL MANAGER

DAVID C. PHILLIPS
GENERAL SECRETARY

November 20, 1987

Mr. D. Crombie
Metropolitan Clerk
The Municipality of
Metropolitan Toronto
2nd Floor, City Hall
Toronto, Ontario
M5H 2N1

Dear Mr. Crombie:

On November 10, 1987, I forwarded for the information of Metropolitan Council, copies of a report entitled, "Toronto Transit Commission Operating Budget for 1988." In my letter it was noted that the Commission would consider this report on November 17, 1987.

At its meeting on November 17, the Commission approved the recommendation of the above report, as listed below, and requests that Council concur on the action taken:

> "The Commission approved the Operating Budget for 1988 as shown in Appendix A, the Work Force as shown on Appendix B and the proposed Fare Structure as shown on Appendix F."

The foregoing is forwarded for the attention of Council and the appropriate Officials.

Yours very truly,

D. Phillips

D.C. Phillips
General Secretary

1-81-64

TORONTO TRANSIT COMMISSION

JEFFERY S. LYONS
CHAIRMAN

GORDON J. CHONG
VICE-CHAIRMAN

C. DENNIS FLYNN
THOMAS R. JAKOBEK
CAROLE J. KERBEL

COMMISSIONERS

ALLAN LEACH
CHIEF GENERAL MANAGER

DAVID C. PHILLIPS
GENERAL SECRETARY

November 10, 1987

Mr. D. Crombie
Metropolitan Clerk
The Municipality of
Metropolitan Toronto
2nd Floor, City Hall
Toronto, Ontario
M5H 2N1

Dear Mr. Crombie:

Forwarded herewith for the information and attention of Metropolitan Council are copies of the Commission's 1988 Operating Budget.

This budget will be considered by the Commission at its meeting to be held on Tuesday, November 17.

This budget will not be released to the news media and the public until Friday, November 13, along with our regular Commission agenda and reports.

Yours very truly,

D.C. Phillips
General Secretary

1-91-32
Enclosures

Copy to: Mr. D. Richmond
Chief Administrative
Officer

1900 Yonge Street, Toronto, Canada, M4S 1Z2 Telephone (416) 393-4000 Telex: 06524670

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ATTACHMENT I
Page 3 of 7

TORONTO TRANSIT COMMISSION

MEETING DATE November 17, 1987

DATE November 9, 1987 REPORT NO

SUBJECT TORONTO TRANSIT COMMISSION
OPERATING BUDGET FOR 1988

RECOMMENDATION

It is the recommendation of the Budget Sub-Committee, that the Commission approve the Operating Budget for 1988 as shown in Appendix A, the Work Force as shown on Appendix B and the proposed Fare Structure as shown on Appendix F.

BACKGROUND

The departmental operating budget submissions from the various departments were thoroughly reviewed by Senior Management. In recognition of the current financial constraints, each departments' budget was subjected to a severe pruning process and the resulting reductions were reflected in the Operating Budget for 1988 which was submitted to the Budget Sub-Committee, for its consideration.

DISCUSSION

The Operating Budget for 1988 was considered by the Budget Sub-Committee at its meeting of November 4th, where it received preliminary approval.

The report is organized under three main sections:

- Highlights
- 1987 Probable Operating Results
- 1988 Operating Budget

The Highlights section summarizes significant economic, financial and ridership developments during 1987 and outlines expectations for 1988.

TORONTO TRANSIT COMMISSION
OPERATING BUDGET FOR 1988

DISCUSSION - Continued

Section A - 1987 Probable Operating Results

Section B - The 1988 Operating Budget Report which
gives details of all projected revenues
and operating expenses.

Section C - Appendices

The 1988 Operating Budget includes provision for a full year's operation of route changes made in 1987 and new route changes to be implemented in 1988. It also includes allowances for increases in material prices and negotiated wage rate increases and associated benefits.

2-109-5 - - - - - - - - -

Attachment

Form 1544/Sept 87
Toronto Transit Commission

Operating Budget Summary — 1988

(Figures In $ 000's)

STATEMENT REF. NO	DETAIL			1987 PROBABLE	1988 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE)
1	REVENUE:	Regular Services — Passenger Fares	$	335,800.0	359,200.0	23,400.0	7.0
2		Special and Charter Services		2,255.8	2,726.3	470.5	20.9
3		Advertising		6,100.0	6,400.0	300.0	4.9
4		Rent Revenue		5,184.1	6,500.7	1,316.6	25.4
5		Other Operating Revenue		3,980.9	4,185.3	204.4	5.1
		Total Operating Revenue	$	353,320.8	379,012.3	25,691.5	7.3
6		Other Income		1,056.0	1,100.0	44.0	4.2
		GROSS INCOME	$	354,376.8	380,112.3	25,735.5	7.3
7	EXPENSES:	Transportation Department	$	180,560.3	193,567.1	13,006.8	7.2
8		Equipment Department		92,656.4	100,349.5	7,693.1	8.3
9		Automotive Fuel		20,275.8	22,803.9	2,528.1	12.5
10		Plant Department		52,576.6	56,331.5	3,754.9	7.1
11		Electric Traction Power		18,900.0	20,200.0	1,300.0	6.9
12		Pension and Other Employee Costs		54,500.0	61,565.0	7,065.0	13.0
14		Injuries and Damages and Insurance		17,762.1	20,369.6	2,607.5	14.7
16		Administrative and General		38,434.1	40,951.3	2,517.2	6.5
		Sub-Total	$	475,665.3	516,137.9	40,472.6	8.5
28		Major Projects — Non Recurring		4,505.0	8,742.0	4,237.0	94.1
28		Depreciation		8,700.0	9,100.0	400.0	4.6
28		Taxes and Licenses		5,602.7	6,151.5	548.8	9.8
28		Rent Expense		329.0	343.6	14.6	4.4
		Total Operating Expenses	$	494,802.0	540,475.0	45,673.0	9.2
29		Debenture Interest		270.2	40.8	(229.4)	(84.9)
		TOTAL EXPENSES	$	495,072.2	540,515.8	45,443.6	9.2
		OPERATING SUBSIDY	$	140,695.4	160,403.5	19,708.1	-

			1987 PROBABLE	1988 BUDGET	INCREASE (DECREASE)	% INCREASE (DECREASE)
	STATISTICS:	Revenue Vehicle Miles (Fare System)	121,137.0	122,110.0	973.0	.8
		Special Services and Charter Vehicle Miles	357.0	407.0	50.0	14.0
		Total Revenue Vehicle Miles	121,494.0	122,517.0	1,023.0	.8
		Subway Train Miles	7,430.0	7,547.0	117.0	1.6
		Revenue Passengers (Fare System)	456,000.0	466,000.0	10,000.0	2.2
		Density (Fare System)	3.76	3.82	.06	1.6
		Operating Revenue — Cents per Vehicle Mile	290.81¢	309.35¢	18.54¢	6.4
		Operating Expenses — Cents per Vehicle Mile	407.27¢	441.14¢	33.87¢	8.3
		Ratio — Operating Expenses to Operating Revenue	140.04%	142.60%		

FINANCE BRANCH
DATE: NOVEMBER 9, 1987

ATTACHMENT I
Page 6 of 7

Appendix B

WORK FORCE SUMMARY - 1988

		1987			1988												
		Prob. Avg.	Appr. Dec.31	Prob. Dec.31	1	2	3	4	5	6	7	8	9	10	11	12	Period Average
Transportation	Reg.	4672.6	4734	4730	4790	4831	4811	4811	4811	4811	4825	4825	4856	4868	4868	4829	4828.0
	Temps.	9.6	-	5	1	1	1	1	22	22	22	22	-	-	-	-	7.7
Equipment	Reg.	2203.3	2250	2233	2268	2280	2293	2335	2341	2341	2343	2343	2344	2409	2422	2427	2345.5
	Temps.	85.9	13	49	5	5	12	20	88	187	191	191	71	25	17	17	69.1
Plant	Reg.	1146.9	1152	1157	1177	1177	1177	1176	1180	1180	1184	1184	1184	1185	1185	1185	1181.1
	Temps.	175.4	96	104	103	112	134	167	222	249	308	308	196	175	108	107	182.4
Executive	Reg.	44.6	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47.0
	Temps.	1.9	2	2	2	2	2	3	4	4	4	4	2	2	2	2	2.7
Public Affairs	Reg.	3.7	2	3	4	4	4	4	4	4	4	4	4	4	4	4	4.0
	Temps.	0.3	-	-	-	-	-	-	-	1	1	1	-	-	-	-	.3
Marketing & Community Relations	Reg.	101.4	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105.0
	Temps.	10.6	7	9	8	8	8	8	21	21	21	21	8	8	8	6	12.3
Legal	Reg.	36.8	37	37	38	38	38	38	38	38	38	38	38	38	38	38	38.0
	Temps.	.3	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials	Reg.	82.7	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86.0
	Temps.	1.8	-	-	-	-	-	-	2	4	4	4	-	-	-	-	1.2
Personnel	Reg.	33.9	36	36	38	38	38	38	38	38	38	38	38	38	38	38	38.0
	Temps.	3.0	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2.0
Employee Relations	Reg.	23.8	25	25	25	26	26	26	26	26	26	26	26	26	26	26	25.9
	Temps.	1.1	-	-	-	-	-	-	1	2	2	2	-	-	-	-	.6
Medical Services	Reg.	5.0	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6.0
	Temps.	-	-	-	-	-	-	-	1	1	1	1	-	-	-	-	.3
Safety & Security	Reg.	94.7	86	96	96	97	98	98	98	98	98	98	98	98	98	98	97.8
	Temps.	4.4	10	-	-	-	-	-	12	12	12	12	-	-	-	-	4.0
Planning	Reg.	128.8	131	131	132	132	132	132	132	132	132	132	132	132	132	132	132.0
	Temps.	13.6	14	16	16	16	16	16	17	10	10	10	16	16	16	16	14.6
Management Services	Reg.	124.0	130	130	130	130	130	130	131	131	131	131	131	131	131	131	130.7
	Temps.	7.6	-	4	4	4	4	6	6	10	10	10	3	3	3	3	5.5
Finance	Reg.	203.5	205	205	205	205	205	205	205	205	205	205	205	205	205	205	205.0
	Temps.	52.3	40	39	39	39	37	39	64	65	65	65	32	32	32	32	45.1
C.I.S.	Reg.	10.4	20	14	17	17	17	17	17	17	17	17	17	17	17	17	17.0
	Temps.	-	-	2	2	2	2	2	2	2	2	2	2	2	2	2	2.0
SUB-TOTAL	Reg.	8916.1	9051	9040	9164	9219	9213	9254	9265	9265	9285	9285	9317	9395	9406	9374	9287.0
	Temps.	367.8	184	233	182	191	218	264	464	592	655	655	332	265	190	189	349.8
Engineering & Const.	Reg.	191.5	202	182	184	184	185	185	186	186	184	184	184	184	183	182	184.3
	Temps.	11.5	12	11	16	16	16	16	18	21	20	20	14	14	13	13	16.4
Wheel-Trans	Reg.	65.0	69	69	69	69	69	69	70	72	72	72	80	80	339	339	116.7
	Temps.	3.2	1	2	2	2	2	5	5	4	4	4	1	1	1	1	2.6
TOTAL	Reg.	9172.6	9322	9291	9417	9472	9467	9508	9521	9523	9541	9541	9581	9659	9930	9895	9587.9
	Temps.	382.5	197	246	200	209	236	285	487	617	679	679	347	280	204	203	368.8
Operators In Training	Reg.	25.8	15	15	80	50	15	15	15	30	15	30	20	10	10	10	25.0

November 8, 1987
B/(B-7)

PRESENT AND PROPOSED FARE STRUCTURES

	Present Structure	Proposed Structure	% Increase
Tickets/Tokens:			
Adult	(6 for $5.00) 83.3¢	(8 for $7.00) 87.50 ¢	5.00
	(2 for $1.90) 95.0¢	(2 for $2.00) $1.00	5.26
Seniors	(6 for $2.50) 41.67¢	(8 for $3.50) 43.75 ¢	5.00
		(2 for $1.00) 50.00 ¢	new for 1988
Students	(6 for $2.50) 41.67¢	(8 for $3.50) 43.75 ¢	5.00
Children	(4 for $1.00) 25.00¢	(4 for $1.05) 26.25 ¢	5.00
Passes:			
Adult Metropass	$43.50	(1) $46.00	5.75
Seniors Metropass	$28.25	(2) $29.75	5.31
Sunday/Holiday Pass	$ 3.50	$ 3.75	7.14
Cash:			
Adult	$ 1.00	$1.05	5.00
Students	.65	.65	No Change
Children	.50	.50	No Change

NOTES:

(1) The Adult Metropass price increase will take effect with the sale of the February pass. The January pass will be sold for $43.50. The new price of $46.00 is equal to 52 rides at the new adult ticket rate rounded to the next dollar.

(2) The Seniors' Metropass price increase will take effect with the sale of the February pass. The January pass will be sold at the present price of $28.25. The new price of $29.75 is equal to 68 rides at the new seniors rate.

(3) In 1988, a new fare medium - the Seniors' two fare ticket will be introduced. This fare will be priced at 50% of the Adult two fare ticket.

(4) Token vending machines in various subway entrances will vend tokens and appropriate change for $1.05 and for two or three $1 bills.

(5) The above schedule of fares will be put into effect with the first day car entering regular service on January 4, 1988.

(6) Old fare media will be accepted without penalty up to and including January 31, 1988. A cash supplement of 5¢ with old tickets will be required from Monday, February 1 through the months of February and March. Effective April 1, 1988 old tickets will no longer be accepted in the farebox but may be submitted for redemption at face value at the refunding facility at Bloor/Yonge Station.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CATHOLIC CHILDREN'S AID SOCIETY

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	32,204.4	29,253.6	28,888.1
Less Provincial Share	25,763.5	23,402.9	23,110.5
Net Expenditure before Adjustment	6,440.9	5,850.7	5,777.6
Prior Year's Adjustment	188.0	(1.1)	72.0
METRO SHARE	6,628.9	5,849.6	5,849.6

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: CATHOLIC CHILDREN'S AID SOCIETY

REVIEWED BY: COUNCILLOR ROWLANDS (In $000's)

1. Summary

	1988 Estimate	1987 Actual	1988 Estimate +/- 1987 Actual	
	$	$	$	%
Total Operating Expenditure	31,432.1	28,888.1*	+2,544.0	+8.8
Recommended Addition	772.3	-	-	-
Recommended Total Expenditure	32,204.4	28,888.1	+3,316.3	+11.5
Less: Provincial Subsidy	25,763.5	23,110.5	+2,653.0	+11.5
Net Expenditure before Adjustment	6,440.9	5,777.6	+663.3	+11.5
Prior Year's Adjustment	188.0	72.0	-	-
Metro Share	6,628.9	5,849.6	+779.3	+13.3

* This represents the estimated Provincial approval for 1987.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

2. Overview

The Catholic Children's Aid Society have revised their 1988 preliminary request of $31,432.1 thousand to allow for the purchase of replacement vehicles and the installation of equipment, furniture and various systems at two of their locations. The resultant request of $32,204.4 thousand represents a 11.5% increase over the 1987 Provincially approved allocation of $28,888.1 thousand.

An exceptional circumstance review request of $1,300.0 thousand has been submitted to the Province and it is recommended that Metro make provision for a 20% share of this amount. Allowance for this when combined with the 1987 settlement results in an increase to the prior year's adjustment figure.

3. Recommendations

It is recommended that the Catholic Children's Aid Socity's total expenditure of $32,204.4 thousand be approved. It is further recommended that the prior year's adjustment figure be revised to show an underpayment by Metro of $188.0 thousand. As a result of the above recommendations, Metro's share is increased to $6,628.9 thousand.

If any further adjustments are required as a result of Provincial actions, then the necessary changes can be made in April when the budget goes forward to the Metro Executive Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: CHILDREN'S AID SOCIETY OF METROPOLITAN TORONTO

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	48,818.0	43,750.0	43,451.0
Less Provincial Share	39,303.0	35,056.9	34,980.0
Net Expenditure before Adjustment	9,515.0	8,693.1	8,471.0
Prior Year's Adjustment	(236.8)	(2.1)	220.0
METRO SHARE	9,278.2	8,691.0	8,691.0

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN CHILDREN'S AID SOCIETY

REVIEWED BY: COUNCILLOR ROWLANDS (In $000's)

1. Summary

	1988 Estimate	1987 Actual	1988 Estimate +/- 1987 Actual	
	$	$	$	%
Total Operating Expenditure	48,027.0	43,451.0*	+4,576.0	+10.5
Recommended Addition	791.0	-	-	-
Recommended Total Expenditure	48,818.0	43,451.0	+5,367.0	+12.4
Less: Provincial Subsidy	39,303.0	34,980.0	+4,323.0	+12.4
Net Expenditure before Adjustment	9,515.0	8,471.0	+1,044.0	+12.3
Prior Year's Adjustment	(236.8)	220.0	-456.8	-
Metro Share	9,278.2	8,691.0	+587.2	+6.8

* This represents the estimated Provincial approval for 1987.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

2. Overview

The Society has submitted a revised 1988 Service Plan to the Province detailing expenditures of $48,818.0 thousand. This revised figure is an increase of $791.0 thousand above the 1988 original request of $48,027.0 thousand and a 12.4% increase over the 1987 Provincial approved allocation of $43,451.0 thousand.

An exceptional circumstance review request of $750.0 thousand is to be submitted to the Province and it is recommended that Metro make provision for a 20% share of this amount. However, allowance for this, when combined with adjustments made for the 1985, 1986, and 1987 settlements, results in a net recovery position of $236.8 thousand detailed as a prior year's adjustment.

3. Recommendations

It is recommended that the Children's Aid Society of Metropolitan Toronto total 1988 expenditure of $48,818.0 thousand be approved. It is further recommended that the prior year's adjustment figure be decreased by $74.5 thousand to show a recovery due to Metro of $236.8 thousand. As a result of the above recommendations, Metro's share is decreased by $164.9 thousand to $9,278.2 thousand.

If any further adjustments are required as a result of Provincial actions, then the necessary changes can be made in April when the budget goes forward to the Metro Executive Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06
	Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: JEWISH FAMILY AND CHILD SERVICE

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Total Expenditure	2,487.3	2,380.0	2,301.4
Less Provincial Share	1,989.8	1,904.0	1,841.1
Net Expenditure before Adjustment	497.5	476.0	460.3
Prior Year's Adjustment	(15.7)	0.0	15.7
METRO SHARE	481.8	476.0	476.0

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY:	JEWISH FAMILY AND CHILD SERVICE	
REVIEWED BY:	COUNCILLOR ROWLANDS	(In $000's)

1. Summary

	1988 Estimate	1987 Actual	1988 Estimate +/- 1987 Actual	
	$	$	$	%
Total Operating Expenditure	2,416.5	2,301.4*	+115.1	+5.0
Recommended Addition	70.8	-	-	-
Recommended Total Expenditure	2,487.3	2,301.4	+185.9	+8.1
Less: Provincial Subsidy	1,989.8	1,841.1	+148.7	+8.1
Net Expenditure before Adjustment	497.5	460.3	+37.2	+8.1
Prior Year's Adjustment	(15.7)	15.7	-	-
Metro Share	481.8	476.0	+5.8	+1.2

* This represents the estimated Provincial approval for 1987.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13
	Date: March 9, 1988

2. Overview

The Jewish Family and Child Service Society have revised their 1988 preliminary request of $2,416.5 thousand to allow for projected additional costs for children in care. The resultant request of $2,487.3 thousand represents an 8.1% increase over the 1987 Provincially approved allocation of $2,301.4 thousand.

The most recent information indicates that Metro has a net recovery position of $15.7 thousand with respect to an overpayment made in 1987.

3. Recommendations

It is recommended that the total 1988 expenditure of the Jewish Family and Child Service Society be increased by $70.8 thousand to reflect a total expenditure of $2,487.3 thousand. It is also recommended that the prior year's adjustment be revised to reflect a recovery of $15.7 thousand. This will decrease Metro's share, as outlined in the 1988 preliminary budget, by $2.4 thousand to $481.8 thousand.

If any further adjustments are required as a result of Provincial actions, then the necessary changes can be made in April when the budget goes forward to the Metro Executive Committee.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO ZOO

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure	15,194.4	13,593.7	12,722.4
Less Revenue	7,570.1	5,603.5	6,077.8
NET OPERATING COST	7,624.3	7,990.2	6,644.6
Metro Special Costs:			
EXPENSES OF COUNCIL APPOINTEES	3.5	3.5	0.0
Net Cost to Metro excluding Capital Financing	7,627.8	7,993.7	6,644.6
Capital Financing:			
DEBT CHARGES	3,503.1	4,148.9	4,030.4
CAPITAL FROM CURRENT	514.2	550.9	446.6
Total Capital Financing	4,017.3	4,699.8	4,477.0
Net Cost to Metro including Capital Financing	11,645.1	12,693.5	11,121.6

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO ZOO

REVIEWED BY: COUNCILLOR ROWLANDS (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross/Net Expenditure				
	Operating Expenditure	15,062.8	13,398.7	+1,664.1	+12.4
	Operating Revenue	(7,117.6)	(5,163.6)	+(1,954.0)	+37.8
	Zoo Society Reimbursements	(452.5)	(439.9)	+(12.6)	+2.9
	Total Revenue	(7,570.1)	(5,603.5)	+1,966.6	+35.1
	Net Operating Expenditure	7,492.7	7,795.2	-302.5	-3.9
	Major Maintenance Expenditure	215.0	195.0	+20.0	+10.3
	Metro Special Costs	3.5	3.5	0.0	0.0
	Net Request Excluding Capital Financing	7,711.2	7,993.7	-282.5	-3.5
	Recommended Reduction	83.4			
	Recommended Funding Excluding Capital Financing	7,627.8	7,993.7	-365.9	-4.6
1.2	Capital Financing	4,579.8	4,699.8	-120.0	-2.6
1.3	Net Expenditure Including Capital Financing	12,207.6	12,693.5	-485.9	-3.8

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

1.4 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	235	235	229
Net Additions/(Deletions)	0	0	6
Total Establishment	235	235	235

2. Overview

Recommended funding for the Zoo in 1988, excluding Capital Financing, is $369.9 thousand or 4.6% below the 1987 Estimate. An increase in total operating expenditures of $1,600.7 thousand is more than offset by projected increased revenues of $1,966.9 thousand.

The major items contributing to an increase in operating expenditures are:

	($000's)
- computerization	193.5
- addition to the administration building	68.0
- expenses related to the Koala exhibit	450.0
- salaries and fringe benefits	704.7
- increase in equipment purchases	120.8
- increase in services and rents	62.1

The increased revenue is mainly attributable to two factors:

- An increase in admission prices for 1988 (Adults up $1.00 to $7.00, Youths/Seniors up $1.00 to $4.00, Children up $.50 to $2.00); and

- The projected increase in attendance of 200,000 persons above the average of recent years, relates to the 2 month exhibit of Koala from the San Diego Zoo. Revenue of $900.0 thousand (gross) is attributed to the Koala exhibit.

The Zoo Master Plan was approved in principle by Council in 1987 and its implementation is reflected in both the Capital and Operating Budgets for 1988.

3. Recommendations

3.1 It is recommended that:

3.1.1 $200.0 thousand be placed in the Corporate Contingency Account pending a consultant's report providing more detailed planning and justification of the proposed Animal Demonstation venue; and

3.1.2 prior to submitting the 1989 Operating Budget, Zoo staff review the Phase Two computer equipment needs to determine that the second phase as currently planned is still the most cost effective option.

	Reduction/(Increase) Gross/Net $
3.2 Details of Reductions/(Increases) Recommended:	
3.2.1 Salaries & Benefits	(51.9)

1988 E $9,445.2; 1987 E $8,692.4; 1987 PA $8,469.0

The 1988 estimate includes funds for additional temporary staff, as well as for salary increments and the annualization of new positions approved in 1987.

It is recomended that the 1988 Estimate be increased by $51.9 thousand, as discussed below:

Temporary Salaries

Subsequent to submission of the budget Zoo staff have requested an additional $101.5 thousand for temporary staffing: $60.0 thousand for additional seasonal workers related primarily to anticipated increased attendance during the Koala visit, and $41.5 thousand for temporary staff to assist in implementation of the new computer systems.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

Since the original request did provide for an increase in seasonal staff it is recommended that an additional $20.0 thousand be allocated for wages.

In view of the major acquisition of computer equipment proposed, temporary staff will be required to assist in implementation. It is recommended that $41.5 thousand be allocated for this purpose.

Reserve for Sick Pay Contribution

Included in the fringe benefits estimate is $31.4 thousand for contributions to the Sick Pay Reserve Fund. Estimates provided by Metro Treasury Department indicate the Zoo's contribution has been assessed at $21.8 thousand. A reduction of $9.6 thousand is recommended.

3.2.2 Expansion of Office Space (70.0)

Subsequent to submission of the budget Zoo staff requested funds to expand office space at the Administration building. The acquisition of computer equipment will worsen the existing crowded conditions. Preliminary drawings and estimates for the expansion have been obtained. It is recommended that an increase of $70.0 thousand be approved for the expansion.

3.2.3 Animal Demonstration Venue 200.0

1988 E $250.0

The Zoo offers a number of animal demonstrations at several locations around the site. In order to enhance the presentations it is proposed to construct seating, a stage, sound and lighting equipment.

Reduction/(Increase)
Gross/Net
$

The proposal is not developed in any detail. It is recommended that $50.0 thousand be approved to hire consultants to investigate the proposal and that $200.0 thousand be placed in Contingency pending more detailed planning and justification of the proposal.

3.2.4 Computer Equipment and Furniture (43.5)

1988 E $150.0

Until now the Zoo has not taken sufficient advantage of the advances in office automation. During 1987 the Management Services Department undertook a study of the Zoo's data management needs. Preliminary estimates suggested a total cost of $400.0 thousand to implement a system capable of meeting these needs ($150.0 thousand in 1988 and $250.0 thousand in 1989). More detailed examination indicates a total implementation cost, including temporary staff and training requirements of $507.0 thousand phased over two years. It is recommended that:

1. $235.0 thousand be included in the 1988 budget for computerization, of which $41.5 thousand is for temporary salaries (previously discussed) and $193.5 thousand for equipment, furniture and supplies. This will require an increase to the budget of $43.5 thousand; and

2. prior to submitting the 1989 Operating Budget, Zoo staff review the Phase Two computer equipment needs to determine that the second phase as currently planned is still the most cost effective option.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13
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Reduction/(Increase)
Gross/Net
$

3.2.5 Equipment - Other — 20.0

1988 E $399.4

The remaining equipment purchases are made up of a large number of items, the two most significant being $65.7 thousand for new or replacement mowing equipment and $73.0 thousand for ongoing vehicle replacement.

In view of the large increase in the request for equipment purchase and the need for spending reductions in 1988, it is recommended that the request be reduced by $20.0 thousand.

3.2.6 Advertising and Promotion — 35.0

1988 E $387.9; 1987 E $297.0; 1987 PA $297.2

The Zoo intends to expand its advertising campaign, possibly to TV advertising. However, the money requested includes $45.0 thousand for the Koala exhibit, which will in effect substitute for general Zoo advertising during part of the season. It is recommended that the request be reduced by $35.0 thousand.

3.2.7 Advertising - Staffing — 5.0

1988 E $15.0; 1987 E $2.3; 1987 PA $15.0

This request relates to advertising to fill staff vacancies or for seasonal hiring. The 1988 estimate is the same as the 1987 projected actual. However, a number of professional

Reduction/(Increase)
Gross/Net
$

positions were filled last year and these typically involve more expensive advertising. No similar new positions are requested this year. It is recommended that the request be reduced by $5.0 thousand.

3.2.8 Travelling Expenses: Other and Conference 8.5

1988 E $41.0; 1987 E $29.5; 1987 PA $29.5

This item covers expenses for Conferences, as well as travel on Zoo business. An increase of 10% over the 1987 Projected Actual is recommended, permitting a reduction of $8.5 thousand.

3.2.9 Other Professional and Technical Services (20.0)

1988 E $75.0; 1987 E $40.0; 1988 PA $28.0

Of the above figure, $50.0 thousand relates to Major Maintenance for replacement of electrical equipment and the remainder for consulting services. Subsequent to budget submission, Zoo staff indicated that insufficient funds were allocated to undertake a Wage Parity Study during 1988 as set out in the recent Collective Agreement and have requested an additional $20.0 thousand to cover this cost. A quotation for the study has been obtained from a management consulting firm. It is recommended that the request be increased by $20.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.2.10 Auditors Fees	(1.0)
3.2.11 Legal Department Fees	1.3
Total Reduction/(Increase)	83.4

3.2.10 Auditors Fees (1.0)

1988 E $16.0; 1987 E $15.0; 1987 PA $15.0

The Metropolitan Auditor advises that charges to the Zoo for his department's services in 1988 will be $17.0 thousand. It is recommended that this request be increased by $1.0 thousand.

3.2.11 Legal Department Fees 1.3

1988 E $7.5; 1987 E $7.4; 1987 PA $7.6

The Metropolitan Solicitor advises that changes to the Zoo for his department's services in 1988 are estimated to be $6.2 thousand. It is recommended that this request be reduced by $1.3 thousand.

Total Reduction/(Increase) 83.4

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

4. Other Comments

Major Maintenance

1988 E $215.0; 1987 E $195.0; 1987 PA $40.0

The proposed 1988 Major Maintenance budget consists of the following:

		Amount $
(i)	Inground Watering System - Zoo staff at present use hoses that are transported around the site to water flower beds and trees. It is inefficient and labour intensive. The proposed system will cover high profile areas. Cost estimates for the work have been obtained.	125.0
(ii)	Roofing Repairs - Part of on-going replacement of original construction.	40.0
(iii)	Replacement of Electrical Equipment - Replacement of electrical fans, motor as part of ongoing maintenance.	50.0

Budget for Animal Transaction Reserve Fund

Since the late 1970's the Zoo has engaged in purchase and sale of animals either for cash or trade and has maintained a record of these transactions as a separate account. In 1987 Council established the Animal Transaction Reserve Fund and requested a statement of its operation. The statement submitted indicates a net profit due primarily to the successful breeding programs established at the Zoo.

The 1987 Projected Actual indicates a net profit of $90.0 thousand in cash and trade for the year. Projected revenue for 1988 is $10.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14
	Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO ZOO

BUDGET SUB-COMMITTEE MEMBER: COUNCILLOR ROWLANDS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	7,711.2	-3.5
3.2.1		Salaries & Benefits	(51.9)		(51.9)	■	■
3.2.2		Expansion of Office Space	(70.0)		(70.0)	■	■
3.2.3	R03	Animal Demonstration Venue	200.0		200.0	■	■
3.2.4		Computer Equipment & Furniture	(43.5)		(43.5)	■	■
3.2.5		Equipment - Other	20.0		20.0	■	■
3.2.6		Advertising & Promotion	35.0		35.0	■	■
3.2.7		Advertising-Staffing	5.0		5.0	■	■
3.2.8		Travelling Expenses: Other Conference	8.5		8.5	■	■
3.2.9		Other Professional & Technical Services	(20.0)		(20.0)	■	■
3.2.10		Auditors Fees	(1.0)		(1.0)	■	■
3.2.11		Legal Dept. Fees	1.3		1.3	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			83.4		83.4	7,627.8	-4.6

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO LIBRARY BOARD

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure:			
Director	3,557.7	3,572.7	3,566.2
Public Services	9,602.3	9,288.8	9,462.6
Technical Support	7,507.1	6,183.8	5,928.5
Total Expenditure	20,667.1	19,045.3	18,957.3
Less Revenue:			
Non-General Legislative Grant	1,084.0	157.5	163.4
General Legislative Grant	1,682.2	1,617.5	1,617.5
Other Income	680.7	629.8	684.1
Total Revenue	3,446.9	2,404.8	2,465.0
NET COST TO METRO EXCLUDING CAPITAL FINANCING	17,220.2	16,640.5	16,492.3
Capital Financing:			
DEBT CHARGES	3,953.7	4,378.9	4,132.6
CAPITAL FROM CURRENT	194.3	182.1	168.2
Total Capital Financing	4,148.0	4,561.0	4,300.8
Net Cost to Metro including Capital Financing	21,368.2	21,201.5	20,793.1

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO LIBRARY BOARD

REVIEWED BY: CONTROLLER YUILL (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate* $	1987 Estimate $	1988 Estimate +/- 1987 Estimate $	%
1.1	Gross/Net Expenditure				
	Library's Operating Expenditure	21,156.2	19,045.3	+2,110.9	+11.1
	Library's Operating Revenue and Provincial Grants	(3,366.2)	(2,404.8)	+(961.4)	+40.0
	Net Request excluding Capital Financing	17,790.0	16,640.5	+1,149.5	+6.9
	Recommended Reduction	569.8			
	Recommended Funding	17,220.2	16,640.5	+579.7	+3.5
1.2	Capital Financing	4,459.6	4,561.0	-101.4	-2.2
1.3	Recommended Funding including Capital Financing	21,679.8	21,201.5	+478.3	+2.3

* The 1988 Estimate does not include provision for a general salary and fringe benefit increase. Salary and benefit increases are provided within the Corporate Contingency Account.

A 1% Salary and Fringe Benefit increase would raise the Recommended Funding excluding Capital Financing by approximately $128.3 thousand or a further 0.8%.

1.4 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	395	395	395
Net Additions	0	0	0
Total Establishment	395	395	395

2. Overview

The recommended 1988 funding is $17,220.2 thousand excluding capital financing, which is $579.7 thousand, or 3.5%, above the 1987 Estimate. This funding level is exclusive of any general salary increase. A 1% increase to salaries and wages would raise the 1988 funding by approximately $128.3 thousand, or by an additional 0.8% over the 1987 Estimate.

The main contributors to the recommended increase are main floor renovation ($241.4 thousand), started in 1987, and library materials ($207.8 thousand).

3. Recommendations

3.1 It is recommended that:

3.1.1 new revenue and expenditure accounts be established for the proposed Literacy Program, in consultation with the Metro Treasury Department (see section 3.3.1); and further that

3.1.2 in any agreement that may be reached with the Province respecting the proposed Literacy Program, the Board ensure that the Library could easily extricate itself from all staffing and financial commitments in the event that the Province or the Board opted to end involvement with the program (see Section 3.3.1); and

3.1.3 Library staff examine the feasibility of extricating the Library from an agreement whereby the Board pays for communication lines which link libraries in Area Municipalities to a computerized Inter-library Loan System (see section 3.3.2).

3.2 Details of Recommended Reductions/(Increases)

Reduction/(Increase)
Gross/Net
$

3.2.1 Salaries and Fringe Benefits — 70.7

1988 E $13,119.3; 1987 E $12,789.5; 1987 PA $12,663.2

It is recommended that the gapping ratio be increased to 2.5% from the level of 1.9% submitted by the Board and that this account be reduced by $70.7 thousand, accordingly. Actual gapping has ranged from 2.7% to 3.5% over the past three years.

3.2.2 Temporary Staffing — 217.9

1988 E $908.3; 1987 E $657.5; 1987 PA $757.7

The request for funding for temporary staff has increased dramatically, by $250.8 thousand or 38.1%, over the 1987 Estimate. This is primarily related to a new Department, Collections Maintenance and Access, which was set up in 1987.

While an increased level of service to the public may be desirable, other priorities at the Library and Metro's general fiscal restraint make an increase of this magnitude unacceptable. An increase of 5.0% seems justified. It is therefore recommended that this account be reduced by $217.9 thousand.

	Reduction/(Increase) Gross/Net $
3.2.3 Main Floor Renovation	(32.4)

1988 E $388.0; 1987 E $179.0; 1987 PA $223.0

The Board's budget submission requested funding of $388.0 thousand, based on a preliminary estimate, for a renovation which would replace carpet that has worn out over the building's ten year life, and improve the flow of visitors entering and exiting the library. In addition, information and reference centres and some office space would be reorganized. Subsequently, the Library obtained more detailed costing from an architectural firm which placed the total cost at $928.0 thousand.

It is unlikely that the full range of architectural and construction work could be completed in 1988. Because of the unexpectedly high costs of the renovation and the associated impact on the Library's Budget, it is recommended that the renovations in 1988 include only replacement of carpeting, construction of a new information booth, and modifications to the shipping and receiving, audio-visual, disabled and metroline areas. Library staff have indicated that the total cost of these renovations is $420.4 thousand.

It is therefore recommended that this item be increased by $32.4 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13
	Date: March 9, 1988

		Reduction/(Increase) Gross/Net $
3.2.4	Materials	100.0

1988 E $2,454.9; 1987 E $2,147.1; 1987 PA $2,147.1

The Board's 1988 request included an increase in the library materials budget of $307.8 thousand, or 14.3% over the 1987 Estimate.

Because of other budgetary priorities at the Library and the high level of increase in this item, it is recommended that this account be reduced by $100.0 thousand.

This allows a 9.7% increase in this item over the 1987 Estimate.

3.2.5	Other Reductions	282.4

A review of the remaining accounts indicates that the following reductions are possible, explained more fully in the second Attachment:

		Amount $
Priority Reduction Nos.	1 - 3	31.6
" "	5 - 7	19.6
" "	12 - 17	46.0
" "	19 - 21	35.0
" "	23, 25 - 28	21.1
" "	31 - 33	46.0
Provincial Grant - assuming a 4% increase		64.7
Metro Council minutes index (Mindex) - MTLB not acquiring system		18.4
Total		282.4

	Reduction/(Increase) Gross/Net $
It is therefore recommended that funding totalling $282.4 thousand be deleted from the above accounts.	
3.2.6 Requested Additional Funding	(68.8)
Subsequent to Board approval, Library staff have indicated additional expenditure requests totalling $68.8 thousand for staffing upgrades for a new Library Department (Collections, Maintenance and Access), a retail sales tax assessment resulting from a Provincial audit, and other unanticipated expenditures. The requests seem reasonable. It is therefore recommended that these accounts be increased by $68.8 thousand.	
Total Reduction	569.8

3.3 Other Recommendations

3.3.1 Literacy Program

1988 E $1,048.0; 1987 E $0.0; 1987 PA $0.0

The Province is currently negotiating with the Board whereby the Library would organize and operate a permanent off-site program to promote literacy, on a fully recoverable basis. Under the current proposal, the Library would renovate and lease a nearby site, and would co-ordinate province-wide activities in the promotion of literacy. The building would provide literacy and English and French as second languages services, and would provide research materials and expertise for educators and others in the literacy field.

There would be no direct staffing implications in 1988, but it is not clear whether any Library staff would be dedicated to the program in 1989 and subsequent years. The 1988 request includes funding for renovating the building and hiring consultants to organize the program.

At this time it is not certain that the project will proceed in 1988.

To ensure that the program is kept separate from the financial affairs of the Library and is operated on a fully cost recoverable basis, it is recommended that new revenue and expenditure accounts be established for the proposed literacy program, in consultation with the Metro Treasury Department.

It is also recommended that, in any agreement that may be reached with the Province, the Board ensure that the Library could easily extricate itself from all staffing and financial commitments, in the event that the Province or the Board opted to end its involvement with the program.

3.3.2 OPLIN Communications Lines

Through an agreement with the Province, the Library pays for the communications lines which link libraries in the Area Municipalities with the Ontario Public Libraries Information Network (OPLIN), an inter-library loan system. The annual cost of the links is approximately $13.0 thousand.

It is recommended that Library staff examine the feasibility of extricating itself from the above agreement.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date:March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO LIBRARY BOARD

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER YUILL

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	[redacted]	[redacted]	[redacted]	17,790.0	+6.9
3.2.1	R22	Salaries and Fringe Benefits	70.7		70.7	[redacted]	[redacted]
3.2.2	R4,R9,R10, R24,R29,R30,					[redacted]	[redacted]
	R50,R55	Temporary Staffing	217.9		217.9	[redacted]	[redacted]
3.2.3	R58,R59	Main Fl. Renovation	(32.4)		(32.4)	[redacted]	[redacted]
3.2.4	R18,R34	Materials	100.0		100.0	[redacted]	[redacted]
3.2.5	R1-R3 R5-R7					[redacted]	[redacted]
	R12-R17 R19-R21					[redacted]	[redacted]
	R23 R25-R28					[redacted]	[redacted]
	R31-R33	Other Reductions	282.4		282.4	[redacted]	[redacted]
3.2.6		Requested Additional Funding	(68.8)		(68.8)	[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
						[redacted]	[redacted]
Total			569.8		569.8	17,220.2	+3.5

ATTACHMENT

Detail of Other Recommended Reductions

Priority Reduction No.	Management Action	Recommended Reduction $
R01	Travel	7.0
R02	Kitchen Renovation	13.8
R03	Furniture and Equipment	10.8
R05	Consulting	5.0
R06	General Repairs	7.5
R07	Supplies	7.1
R12	Advertising	13.0
R13	Consulting Fees	5.0
R14	Training	4.0
R15	Printing/Programs	14.0
R16	Fund Raising	5.0
R17	Supplies	5.0
R19	Advertising	4.0
R20	Car Allowance	1.0
R21	Consulting Fees	30.0
R23	Membership Fees	2.0
R25	Overtime	11.5
R26	Furniture and Equipment	2.4
R27	Furniture and Equipment	1.4
R28	Furniture and Equipment	3.8
R31	Furniture and Equipment	20.0
R32	Furniture and Equipment	24.0
R33	Supplies	2.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: EXHIBITION PLACE

PROGRAM OR APPROPRIATION	**In $000's to one decimal place**		
	1988 ESTIMATE	**1987 ESTIMATE**	**1987 ACTUAL**
Non-Stadium Operations:			
Operating Expenditure	26,986.8	24,594.4	25,950.0
Less Operating Revenue	28,963.9	27,178.1	27,083.3
Net Operating Income for Non-Stadium Operations	(1,977.1)	(2,583.7)	(1,133.3)
Stadium:			
Operating Expenditure	3,563.2	3,740.5	3,281.4
Less Operating Revenue	6,488.8	5,641.8	6,673.0
Net Operating Income for Stadium	(2,925.6)	(1,901.3)	(3,391.6)
Total Exhibition Place:			
NET OPERATING INCOME	(4,902.7)	(4,485.0)	(4,524.9)
Adjustment to Prior Year's Actual	0.0	0.0	(80.4)
Net Operating Income After Adjustment	(4,902.7)	(4,485.0)	(4,605.3)
Metro Special Costs:			
PROVISION FOR CAPITAL IMPROVEMENTS RESERVE FUND	847.3	691.0	775.4
EXPENSES OF COUNCIL APPOINTEES	10.0	10.0	1.2
Total Metro Special Costs	857.3	701.0	776.6
Metro Revenue excluding Capital Financing	(4,045.4)	(3,784.0)	(3,828.7)
Less Reimbursement Credits:			
USER FEES TRANSFERRED FROM STADIUM	847.3	691.0	775.4
Net Revenue excluding Capital Financing	(4,892.7)	(4,475.0)	(4,604.1)
Capital Financing:			
DEBT CHARGES	4,540.0	5,377.9	5,220.5
CAPITAL FROM CURRENT	2,205.4	2,738.7	2,764.7
Total Capital Financing	6,745.4	8,116.6	7,985.2
Net Expenditure including Capital Financing	1,852.7	3,641.6	3,381.1

March 28, 1988

EXHIBITION PLACE

COUNCILLOR ROWLANDS

(In $000's)

Amendment to the Budget Sub-Committee Member's Review Report (see page 1)

The Budget Sub-Committee at its meeting of March 25, 1988 recommended that the Net Operating Income for Exhibition Place be decreased by $75.0 thousand. A corresponding reduction to the Metropolitan Contingency Account is also recommended.

The above recommendation results in the following revised 1988 Estimate (excluding Capital Financing).

	1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
	$	$	$	%
Recommended Net Operating Income as shown in Review Report	4,977.7	4,485.0	+492.7	+11.0
Recommended Decrease	75.0			
Revised Net Operating Income Excluding Capital Financing	4,902.7	4,485.0	+417.7	+9.3

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	**Form No. MT 13**
	Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY:	EXHIBITION PLACE	
REVIEWED BY:	COUNCILLOR ROWLANDS	(In $000's)

1. 1988 Estimate Comparison

1.1 Comparison of 1988 Estimate to 1987 Estimate

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$		%
	Total Operating Expenditure	30,935.3	28,334.9	+2,600.4	+9.2
	Total Operating Revenue	35,252.7	32,819.9	+2,432.8	+7.4
	Net Operating Cost/(Income) as Submitted	(4,317.4)	(4,485.0)	-(167.6)	-3.7
	Recommended Adjustment	(660.3)			
	Recommended Net Operating Income	(4,977.7)	(4,485.0)	+(492.7)	+11.0
	Recommended Metro Special Costs (Net)	10.0	10.0	0.0	0.0
1.2	Capital Financing	7,400.8	8,116.6	-715.8	-8.8
1.3	Recommended Metro Net Expenditure Including Capital Financing	2,433.1	3,641.6	-1,208.5	-33.2

1.4 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	122	122	121
Net Additions/(Deletions)	0	0	0
Total Establishment	122	122	121

The 1987 Establishment figures, as presented by Exhibition Place staff for inclusion in the 1987 Operating Budget submission, were in error. In fact, the approved 1987 complement should have been indicated as 122.

2. Overview

The 1988 recommended net operational income excluding capital financing is $4,977.7 thousand, representing an increase of $492.7 thousand or 11.0% over the 1987 Estimate. This stems primarily from increases in the net operating incomes of the C.N.E. and Exhibition Place, more than offsetting a concurrent decline in projected Stadium revenues.

As in prior years, the lateness of the submission, together with the subsequent adjustments requested, have created constraints on the analysis process.

A major concern noted in the 1988 analysis is the lack of a definite policy regarding accounting for expenditures of a capital or major maintenance nature, specifically what items should be included in the Capital Works Program and what items should be expensed through the Operating Budget.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
	Date: March 9, 1988

3. Recommendations

3.1 It is recommended that Exhibition Place staff develop a policy which establishes guidelines for the classification of expenditures as capital or operating in nature, and report to the Budget Sub-Committee member prior to submission of the 1989-1993 Capital Works Program.

3.2 It is recommended that the Management Services Department be requested to conduct a study on the agency's Electronic Data Processing needs and report their recommendations to the Budget Sub-Committee member by July 1988.

3.3 Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross/Net $
3.3.1 C.N.E. Revenue	200.0
3.3.2 C.N.E. Expenditures - Show Management Expenses Expense Allowances	4.7

3.3.1 C.N.E. Revenue — 200.0

1988 E $16,726.3; 1987 E $15,753.1; 1987 PA $15,319.3

Subsequent to the original submission, the Board of Directors of the Canadian National Exhibition Association revised its admission rates schedule. Revenue projected on the basis of the new prices is anticipated to be approximately $200.0 thousand higher than the previous calculation. A corresponding increase to this account is therefore recommended.

3.3.2 C.N.E. Expenditures - Show Management Expenses Expense Allowances — 4.7

1988 E $9.8; 1987 E $4.9; 1987 PA $5.0

It is recommended that the increase in the 1988 Estimate over the 1987 Estimate in this account be maintained at the level of inflation.

As a result, a decrease of $4.7 thousand to $5.1 thousand is warranted.

		Reduction/(Increase) Gross/Net $
3.3.3	Exhibition Place Expenditures - Marketing	(26.9)

1988 E $270.4; 1987 E $224.8; 1987 PA $213.5

Subsequent to the 1988 budget submission, Exhibition Place staff requested an additional $26.9 thousand resulting from their discovery of an arithmetical error. A corresponding increase to this account is therefore warranted.

3.3.4	Stadium Expenditures - Special Projects	47.0

1988 E $185.0; 1987 E $416.0; 1987 PA $255.2

This account represents items of a capital nature in the form of equipment purchases, and major repairs and maintenance.

Although all of the equipment requested in the 1988 Estimate can be used in operations outside of the Stadium, the justification provided for each item relates specifically to Stadium maintenance. In view of the fact that the Blue Jays and Argos will be transferring their operations to the Dome in early 1989 with a resultant sharp decline in Stadium activity, it is felt that certain machinery totalling $50.0 thousand is not of sufficient priority to be purchased for the remaining season. These items are the carpet cleaner, sweeper, steam machine and baseball fence.

Reduction/(Increase)
Gross/Net
$

In addition, $10.0 thousand for a goal post hole for the N.F.L. pre-season game will be considered an expense of the game to be charged against the account for this event, and is therefore no longer required here.

The 1987 Estimate contained $60.0 thousand for the purchase of a garbage truck. These funds were not expended during the year and have been again requested in 1988. Subsequent to the original submission, Exhibition Place requested a further $13.0 thousand for this purpose. These funds are recommended for inclusion in the 1988 Operating Budget.

3.3.5 Overhead Expenditures - Treasurer's Expenses - Contingency 110.0

1988 E $150.0; 1987 E $150.0; 1987 PA $0.0

The entire 1988 request provides for unanticipated expenditures during the annual fair.

However, as contingency is determined and allowed for at the Metropolitan Corporation level, it is recommended that the $110.0 thousand relating thereto be removed. This will leave a $40.0 thousand fund to cover any problems encountered during the C.N.E.

	Reduction/(Increase) Gross/Net $
3.3.6 Overhead Expenditures - Board of Governors Expenses	105.9

1988 E $185.9; 1987 E $82.6; 1987 PA $150.1

This account represents costs incurred on behalf of the Board of Governors, including convention, travel and corporate planning expenses.

Included in the 1988 request is an amount of $30.0 thousand related to the search fee for a new Chief General Manager. Subsequent to the original submission, Exhibition Place staff indicated this amount will be paid out of 1987 funds and will no longer be required in 1988. A corresponding reduction is recommended.

Funds amounting to $90.0 thousand to provide for Trade Centre proposal call costs have been included in the Corporate Contingency Account. The $25.0 thousand requested for this purpose in the Estimate will therefore not be required and a corresponding deletion is warranted.

A further reduction of $50.9 thousand is recommended to bring the increases in the requests for the remaining items in closer conformity with Metro's guidelines for inflationary increases.

The 1987 overexpenditure of $67.5 thousand in Board of Governors Expenses is primarily the result of non-recurring expenditures, such as the staffing study and costs incurred in seeking proposals for future uses of Exhibition Place.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

3.3.7 Overhead Expenditures - Finance and Administration Expenses (22.0)

1988 E $1,303.1; 1987 E $1,253.3; 1987 PA $1,296.1

An amount of $50.0 thousand has been included in the request to provide for 1988 audit fees. However, estimates submitted by the Metropolitan Auditor indicate that this amount is anticipated to be $72.0 thousand. As a result, an increase to this account of $22.0 thousand is recommended.

3.3.8 Overhead Expenditures - Human Resources Expenses 16.9

1988 E $209.9; 1987 E $197.5; 1987 PA $301.8

The 1988 request includes $26.8 thousand to provide for Consultants' Fees. An amount of $9.6 thousand was expended in 1987 for this purpose. As a result, it is recommended that the Consultants' Fees component of this account be reduced by $16.9 thousand to $9.9 thousand, or 4.5% over the 1987 projected actual figure of $9.5 thousand.

The 1987 projected actual exceeds the 1988 Estimate by $91.9 thousand, primarily as a result of work disruption costs incurred during the labourers' strike. This item is not expected to occur in 1988 and corresponding costs have not been included in the 1988 request.

3.3.9 Overhead Expenditures - Grounds Maintenance Expenses 11.0

1988 E $695.0; 1987 E $584.0; 1987 PA $625.2

The Estimate for soft landscaping costs of $520.0 thousand included in the 1988 request have been provided by Metro Parks and Property Department. A detailed breakdown of

	Reduction/(Increase) Gross/Net $

Parks and Property's costs which have been included in this amount indicates that fringe benefits have been increased by 27% over 1987. It is therefore recommended that the Parks and Property estimate be decreased by $11.0 thousand to reflect a 4.0% increase in fringe benefits over the previous year's estimate.

3.3.10 Overhead Expenditures
- Physical Plant Maintenance Expenses (21.0)

1988 E $1,714.0; 1987 E $1,561.6; 1987 PA $1,767.8

An amount of $250.0 thousand was included in the 1988 Capital Works Program towards the purchase of an existing tractor fleet and two winterized tractors. Subsequent to the 1988 Operating Budget submission, the Board instead decided to lease the equipment at an annual cost of $21.0 thousand.

As a result, it is recommended that this account be increased by $21.0 thousand. The full $250.0 thousand has been removed from the "Equipment" project in the Capital Works Program.

3.3.11 Overhead Expenditures - Special Appropriations 220.5

1988 E $1,478.9; 1987 E $1,432.5; 1987 PA $1,526.7

This account contains items of a capital nature, including one-time major maintenance costs, and equipment acquisition expenditures.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

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Reduction/(Increase)
Gross/Net
$

Funds of $87.9 thousand to acquire a new lock system for various buildings were included in the 1987 Estimate. Only a portion of the equipment, amounting to $46.5 thousand, was purchased during the year. The remaining $41.4 thousand has therefore been requested subsequent to the Operating Budget submission. This increase is recommended.

The 1988 request contains an amount of $261.9 thousand towards the purchase of computer hardware, printers, and accounting software. It is recommended that this entire amount be transferred to the Corporate Contingency Account, and that the Management Services Department be requested to conduct a study on the agency's Electronic Data Processing needs and report their recommendations to the Budget Sub-Committee member by July 1988.

3.3.12 Overhead Expenditures
- Maintenance Administration Expenses (Expense Allowances) 14.2

1988 E $18.9; 1987 E $4.5; 1987 PA $4.5

It is recommended that the increase in the 1988 Estimate over the 1987 Estimate in this account be maintained at the level of inflation. As a result, a decrease of $14.2 thousand to $4.7 thousand is warranted.

Total Reduction 660.3

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 14

Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: EXHIBITION PLACE

BUDGET SUB-COMMITTEE MEMBER: COUNCILLOR ROWLANDS

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	(4,317.4)	- 3.7
3.3.1		C.N.E. Revenue	200.0		200.0	■	■
3.3.2		C.N.E. Show Mgmt. Expense Allowance	4.7		4.7	■	■
3.3.3		Exhibition Place Marketing expenses	(26.9)		(26.9)	■	■
3.3.4		Stadium Spec. Projects	47.0		47.0	■	■
3.3.5		Overhead - Treasurer's Expense	110.0		110.0	■	■
3.3.6		Overhead-Board of Governers Expenses	105.9		105.9	■	■
3.3.7		Overhead-Finance & Administration	(22.0)		(22.0)	■	■
3.3.8		Overhead-Human Resources	16.9		16.9	■	■
3.3.9		Overhead - Grounds Maintenance	11.0		11.0	■	■
3.3.10		Overhead - Physical Plant Mtce.	(21.0)		(21.0)	■	■
3.3.11		Overhead - Special Appropriation	220.5		220.5	■	■
3.3.12		Overhead-Mtce. Admin. Expense Allowance	14.2		14.2	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			660.3		660.3	(4,977.7)	+11.0

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: O'KEEFE CENTRE FOR THE PERFORMING ARTS

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
Operating Expenditure	5,077.8	3,402.3	7,215.9
Less Operating Revenue	5,355.4	3,772.4	7,979.4
NET OPERATING INCOME	(277.6)	(370.1)	(763.5)
Adjustment to Prior Year's Actual	0.0	0.0	(35.2)
Net Operating Income after Adjustment	(277.6)	(370.1)	(798.7)
Metro Special Costs:			
PROVISION TO RESERVE FUND	300.0	325.0	291.0
SPECIAL ITEM - IMPROVEMENTS	910.0	973.0	923.7
Total Metro Special Costs	1,210.0	1,298.0	1,214.7
Metro Gross Expenditure excluding Capital Financing	932.4	927.9	416.0
Less Reimbursement Credits:			
SURCHARGE FEE TRANSFERRED FROM O'KEEFE	300.0	325.0	291.0
CONTRIBUTION FROM RESERVE FUND	227.5	243.3	231.0
Total Reimbursement Credits	527.5	568.3	522.0
Net Expenditure/(Revenue) excluding Capital Financing	404.9	359.6	(106.0)
Capital Financing:			
DEBT CHARGES	0.0	26.2	26.2
Net Expenditure including Capital Financing	404.9	385.8	(79.8)

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: O'KEEFE CENTRE FOR THE PERFORMING ARTS

REVIEWED BY: CONTROLLER MORRISH

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	Budget Request	1,002.4	927.9	+74.5	+8.0
	Recommended Reduction	70.0			
	Recommended Gross Expenditure	932.4	927.9	+4.5	+0.5
1.2	Net Expenditure				
	Budget Request	457.4	359.6	+97.8	+27.2
	Recommended Reduction	52.5			
	Recommended Net Expenditure	404.9	359.6	+45.3	+12.6
1.3	Capital Financing	0.0	26.2	-26.2	-100.0
1.4	Recommended Net Expenditure Including Capital Financing	404.9	385.8	+19.1	+5.0

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

1.5 Establishment Changes

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	24	24	21
Net Additions	-	-	3*
Revised Establishment	24	24	24

* Three temporary positions were made permanent during 1987.

2. Overview

The 1988 recommended net operating expenditure is $45.3 thousand or 12.6% above the 1987 Estimate. However, due to the retirement in 1987 of the debentures issued to finance previous capital improvements, the overall increase in net expenditure, including capital financing, will be $19.1 thousand or 5.0%.

3. Details of Reductions/(Increases) Recommended

	Reduction/(Increase) Gross $	Reduction/(Increase) Net $
3.1 Special Item - Improvements	70.0	70.0

1988 E $980.0; 1987 E $973.0; 1987 PA $973.1

In 1987, the O'Keefe Centre presented to Metro a four year plan for renovations and improvements. Upon review of the 1988 program it was agreed that reduction is feasible. It is recommended that the Special Item - Improvements be reduced by $70.0 thousand.

		Reduction/(Increase)	
		Gross $	Net $
3.2	Contribution From Reserve Fund		(17.5)

1988 E $245.0; 1987 E $243.3; 1987 PA $243.3

The Special Item - Improvements are funded on the basis of 25% from the Reserve Fund and 75% from Metro. In view of the recommended reduction in improvements to be undertaken in 1988, it is recommended that the contribution from the Reserve Fund be reduced by $17.5 thousand.

	Gross	Net
Total Reduction	70.0	52.5

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14 DateMarch 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: O'KEEFE CENTRE FOR THE PERFORMING ARTS

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER MORRISH

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase) Gross Expenditure	Reduction/(Increase) Less: Revenue	Reduction/(Increase) Net	1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
		Total 1988 Estimates (Excludes Capital Financing)				1,002.4	+8.0
3.2.1		Special Item - Improvements	70.0		70.0		
3.2.2		Contribution from Reserve Fund		17.5	(17.5)		
Total			70.0	17.5	52.5	932.4	+0.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 06

Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: THE GUILD

PROGRAM OR APPROPRIATION	In $000's to one decimal place		
	1988 ESTIMATE	1987 ESTIMATE	1987 ACTUAL
The Guild Inn:			
Operating Expenditure	898.6	825.2	4,196.3
Less Operating Revenue	596.6	596.6	3,789.9
NET OPERATING COST - INN	302.0	228.6	406.4
Adjustment to Prior Year's Actual	0.0	0.0	0.1
Net Operating Cost after Adjustment	302.0	228.6	406.5
Cultural Office:			
NET OPERATING COST/(INCOME) - CULTURAL OFFICE	(1.9)	142.5	98.0
Metro Special Costs:			
EXPENSES OF COUNCIL APPOINTEES	3.0	3.0	0.0
Metro Gross/Net Expenditure	303.1	374.1	504.5

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET

Form No. MT 13

Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: THE GUILD

REVIEWED BY: CONTROLLER MORRISH

(In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Net Operating Cost/(Income)				
	Total Operating Expenditure	4,595.9	967.7	+3,628.2	+374.9
	Total Operating Revenue	(4,180.0)	(596.6)	+(3,583.4)	+600.6
	Net Operating Cost	415.9	371.1	+44.8	+12.1
	Recommended Reduction	115.8			
	Recommended Funding	300.1	371.1	-71.0	-19.1
1.2	Metro Special Costs				
	Remuneration and Expenses of Council Appointees	3.0	3.0	0.0	0.0
1.3	Net Expenditure/(Revenue)	303.1	374.1	-71.0	-19.0

1.4 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	69	69	69
Net Additions *	5	7	0
Revised Establishment	74	76	69

* All positions have been filled as of December 31, 1987.

2. Overview

The Guild's 1988 budget submission was based on the Board of Management of the Guild overseeing the operations and management of the Guild Inn component for the entire year.

On March 1, 1988, however, Metro Council authorized the Board of Management of the Guild to enter into a lease with the Cogan Corporation and the Bitove Corporation to operate the Guild Inn. It is anticipated that the lease will be effective from April 1, 1988.

The recommended funding level is therefore based on the Board's responsibility for the Guild Inn operations for three months only and comprises a forecasted net operating loss of $302.0 thousand for the Guild Inn (including sales tax re-assessment), $1.9 thousand net income for the Cultural Department, and $3.0 thousand for Board costs.

3. Recommendations

3.1 It is recommended that:

3.1.1 when the Cultural Department feasibility study is submitted to Metro Council, full details of the proposed maintenance and restoration of art pieces be attached;

3.1.2 the Board of Management negotiate with the Ontario Heritage Foundation for the funding of curatorial staff to ensure continued maintenance of the art collection, virtually all of which is owned by the Ontario Heritage Foundation. The inclusion of curatorial staff in the permanent establishment be deferred until the results of the Cultural Department feasibility study have been reviewed and approved; and

3.1.3 should the results of the review of 1987 Guild Inn expenditures currently being conducted by the Metropolitan Auditor indicate that certain expenditures are more properly expenditures for the account of CN Hotels rather then for the Guild Inn, then the Board seek to recover these expenditures from CN Hotels.

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

3.2 Details of Recommended Reductions/(Increases)

	Reduction/(Increase) Gross/Net $
3.2.1 1988 Hotel Operating Budget	65.8

1988 E $314.8; 1987 E $228.6; 1987 PA $396.2

The budget as submitted assumed operations of the Hotel by the Board for the entire year. Based on a three-month operation by the Board the revised budget is as follows:

(Period to March 31, 1988)

Operating Expenditures	$845.6
Revenue	596.6
Net loss on operations	$249.0

Traditionally the Hotel operations incur a loss in the first quarter of the year. A reduction in funding of $65.8 thousand is recommended.

3.2.2 Sales Tax Assessment	(53.0)

A sales tax audit of accounts during 1987 has resulted in an additional sales tax assessment of approximately $53.0 thousand relating to unrecorded beverage sales during the 1985 calendar year. Efforts currently being taken by the Metropolitan Auditor have resulted in an expectation of a reduction in the amount payable. While it is not certain what the final assessment will be, it is recommended that $53.0 thousand be included in the 1988 budget estimate for the payment of this tax

Reduction/(Increase)
Gross/Net
$

bill to indemnify the Corporation from the payment of penalty charges. The exact amount should be determined following an assessment review meeting scheduled early in 1988.

The exact cause contributing to the sales tax assessment is not known. However, to increase the control over the recording of sales in this area, the position of food and beverage manager was created and filled during 1987.

3.2.3 Cultural Department 103.0

1988 E $101.1; 1987 E $142.5; 1987 PA $97.4

The recommended $103.0 thousand reduction consists of a number of items which are detailed in the following paragraphs.

The Board's request for funding of the Cultural Department included provision of $30.0 thousand for the implementation of recommendations resulting from a feasibility study jointly commissioned by the Board of Management and the Ontario Heritage Foundation (OHF). $20.0 thousand of this amount pertained to the maintenance and restoration of several art pieces and $10.0 thousand represented the purchase of unspecified architectural services. Since the review and approval of the study by the Board and Metro Council have not yet been undertaken, a reduction of $10.0 thousand pertaining to the architectural services is recommended.

Reduction/(Increase)
Gross/Net
$

While some maintenance and restoration may be required during 1988, the responsibility and extent of funding for this work is questionable until the recommendations of the feasibility study have been reviewed and approved by the Board and Council. However, in the event of Board approval, it is recommended that the Board prepare a formal schedule of repair, which identifies the art pieces to be restored and the nature and timing of the work, to support any future request for maintenance and restoration work. Should funding be required then this may be provided from Corporate Contingency.

In recognition of the fact that virtually all of the artifacts, currently residing on the premises of The Guild, belong to the OHF, it is recommended that the provision of curatorial services for the maintenance of these art pieces be funded entirely by the OHF and that the Board of Management negotiate with the OHF on the immediate assumption of this responsibility. The total funding to be requested from the OHF is $56.0 thousand consisting of $55.0 thousand for salaries and benefits for a curator and assistant, and $1.0 thousand for membership/training fees for these 2 staff.

The remainder of the recommended $103.0 thousand reduction is comprised of the following items:

- $1.8 thousand for Bank Service Charges - reduction warranted given the nature of the bank account and expected usage.

	Reduction/(Increase) Gross/Net $
- $1.5 thousand for Audit Fees - the charge for audit fees has already been included in the operating budget for the Guild Inn.	
- $12.5 thousand in grants received from OHF - originally budgeted for the 1987 calendar year, this grant will not be received until 1988.	
- $1.2 thousand rental revenues resulting in the rental of a cottage to an artist.	
Total Recommended Reduction	115.8

4. Other Comments

4.1 Review of 1987 Expenditures

Effective January 1, 1987 CN Hotels became interim manager of the hotel operations pending approval of a contract to lease the hotel property on a long-term basis.

Given the reputation of CN Hotels, there is no suggestion of any impropriety during their tenure as interim manager. It must be recognized however that their assumption of management was based solely on their objective of assuming operations entirely for their own account.

The Metropolitan Auditor is currently engaged in a review of the 1987 expenditures of the Guild Inn. It is recommended that should the review disclose expenditures which might more properly be regarded as chargeable to the account of CN Hotels, then the Board of Management of the Guild seek reimbursement of these expenditures from CN Hotels.

4.2 Feasibility Study for the Future of a Cultural Centre at The Guild

In 1986, the Board of Management of the Guild and the Ontario Heritage Foundation (OHF) entered into an agreement to commission a study regarding the feasibility of a "cultural centre" at The Guild. A steering committee consisting of the present curator at The Guild, selected members of the Board of Management of The Guild, including the Chairman, an employee of the OHF and members of the local community was established in 1987 to conduct the study. Finalization of this study is not expected until early 1988 with review and approval by Metro Council occuring in mid-year. Depending on the outcome of this study, additional funding may be required. However, since the results are subject to approval by Metro Council, it is recommended that funds be provided through a transfer from the Corporate Contingency Account, should the need arise.

4.3 Establishment

The establishment request of 7 positions includes 5 new positions for the Guild Inn and 2 positions for the Cultural Office.

The 5 new positions identified for the Guild Inn were created and filled following the transfer of control from the Board of Management of The Guild to CN Hotels, and as a result were not subject to Board scrutiny and approval. To comply with the requirement of its By-laws, it is recommended that the Board formally approve these positions.

The 2 positions identified for the Cultural Office consist of a full-time curator and a full-time assistant to the curator. Total costs including fringe benefits would approximate $55.0 thousand in 1988. While the feasibility study discussed in Section 4.2 may or may not identify the need for a cultural centre, it would be premature to establish a permanent staff complement until the results of this study are reviewed and approved by the Board and Metro Council. The inclusion of these 2 staff in the permanent establishment is therefore not recommended.

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	Date March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: THE GUILD

BUDGET SUB-COMMITTEE MEMBER: CONTROLLER MORRISH

Reduction No	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)	■	■	■	418.9	+12.0
3.2.1		Hotel Op. Budget	65.8		65.8	■	■
3.2.2		Sales Tax Assessment	(53.0)		(53.0)	■	■
3.2.3		Cultural Dept.	103.0		103.0	■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
						■	■
Total			115.8		115.8	303.1	-19.0

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 06 Date: March 28, 1988

DEPARTMENTAL OR AGENCY APPROPRIATIONS SUMMARY

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO CONVENTION AND VISITORS ASSOCIATION

PROGRAM OR APPROPRIATION	In $000's to one decimal place 1988 ESTIMATE	 1987 ESTIMATE	 1987 ACTUAL
Operating Expenditure:			
Marketing	6,480.9	7,415.5	6,116.0
Sales	1,694.4	1,164.5	707.5
Administration	1,833.6	1,360.2	2,471.9
Office Relocation	404.2	0.0	67.6
Total Expenditure	10,413.1	9,940.2	9,363.0
Less Revenue:			
Marketing	2,611.8	3,079.6	2,637.1
Sales	727.8	367.0	522.8
Administration	50.0	50.0	33.1
Total Revenue	3,389.6	3,496.6	3,193.0
NET OPERATING COST	7,023.5	6,443.6	6,170.0

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET**	Form No. MT 13 Date: March 9, 1988

BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO CONVENTION AND VISITORS ASSOCIATION

REVIEWED BY: MAYOR JOHNSON (In $000's)

1. 1988 Estimate Comparison

		1988 Estimate	1987 Estimate	1988 Estimate +/- 1987 Estimate	
		$	$	$	%
1.1	Gross Expenditure				
	M.T.C.V.A.'s Operating Expenditure	11,037.1	9,940.2	+1,096.9	+11.0
	M.T.C.V.A.'s Operating Revenue	3,389.6	3,496.6	-107.0	-3.1
	Metro's Net Operating Cost as Submitted	7,647.5	6,443.6	+1,203.9	+18.7
	Recommended Decrease	624.0			
	Recommended Funding	7,023.5	6,443.6	+579.9	+9.0

1.2 Establishment

	Recommended 1988	1988 Request	Approved 1987
January 1st Approved Establishment	51	51	44
Net Additions	4	5	7
Total Establishment	55	56	51

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13**
	Date: March 9, 1988

2. Overview

The 1988 recommended funding level of $7,023.5 thousand is $579.9 thousand or 9.0% greater than the 1987 Estimate.

The increase is primarily due to

(1) Relocation costs of $404.2 thousand

(ii) Annualization of costs for five positions added in 1987 amounting to $69.3 thousand

(iii) Salary and Fringe Benefits costs for four new positions recommended in 1988 amounting to $83.0 thousand.

Exclusive of the office relocation request, the 1988 recommended funding level is $6,619.3 thousand. This represents an increase of $175.7 thousand or 2.7% over the previous year.

3. Details of Reductions/(Increases) Recommended

Reduction/(Increase)
Gross/Net
$

3.1 Marketing - Net

1988 E $4,326.4; 1987 E $4,335.9; 1987 PA $4,025.1

This Department is anticipated to be underexpended in 1987 by approximately $310.8 thousand as a result of more favourable U.S. exchange rates than anticipated, together with less costly media buys. A portion of the 1987 surplus was used to finance the 1987 costs relating to the office relocation. This was approved by the Metropolitan Council in October 1987 (see 3.4).

THE MUNICIPALITY OF METROPOLITAN TORONTO **1988 OPERATING BUDGET** **BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT**	**Form No. MT 13** Date: March 9, 1988

		Reduction/(Increase) Gross/Net $
3.1.1	General Program Reduction	421.6

In an attempt to reduce costs and to bring the estimated increase over the 1987 request to an amount approximating Metro's guidelines for inflationary increases, the M.T.C.V.A. has submitted the following list of lower priority marketing programs. A corresponding reduction to the 1988 Operating Budget is therefore recommended:

Program	Amount $
Consumer Advertising	243.6
Trade Advertising	100.0
Merchandising	78.0
	421.6

3.1.2	Salaries and Fringe Benefits	1.0

1988 E $702.5; 1987 E $556.5; 1987 PA $556.6

Subsequent to the original submission of the Operating Budget, the M.T.C.V.A. requested additional funds to provide for year end incentive bonuses not accounted for in the request. This amounts to $5.0 thousand in the Marketing Department. A corresponding increase to the account is recommended.

However, a recalculation of the Fringe Benefits Account indicated that a reduction of $6.0 thousand is warranted. As a result, the net decrease to the account is $1.0 thousand.

THE MUNICIPALITY OF METROPOLITAN TORONTO
1988 OPERATING BUDGET
BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT

Form No. MT 13

Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.1.3 Services and Rents	34.7

1988 E $6,235.7; 1987 E $6,859.0; 1987 PA $6,058.5

Included in the 1988 request is funding for the following equipment:

		Amount $
(i)	Letter-quality system printer	13.9
(ii)	High speed system printer	9.9
(iii)	Personal computer to track source of calls and compile statistics	9.0
(iv)	Personal computer for research department. This machine is currently being rented	9.0
(v)	Two display stations for the additional secretaries requested in the Marketing Department	5.2
		47.0

The existing equipment within the agency can most likely be adapted to track the sources of calls and to compile statistics on various queries from customers. It is therefore recommended that the $9.0 thousand for item (iii) be deleted.

In addition, the M.T.C.V.A. has revised its cost estimate for item (iv). A further decrease of $0.8 thousand is warranted. Both this computer and the printers (items (i) and (ii)) will be rented from the Management Services Department Office Automation Equipment Pool. As a

Reduction/(Increase)
Gross/Net
$

result, it is recommended that the $32.0 thousand revised funding requested for this equipment be deleted and that corresponding lease costs for eight months of $10.3 thousand be included in Services and Rents - Rental of Equipment.

The display stations will be rented externally at an eight months' cost of $2.0 thousand. A reduction of $3.2 thousand for item (v) is therefore warranted.

3.2 Sales - Net (5.3)

1988 E $961.3; 1987 E $797.5; 1987 PA $766.2

The 1988 Estimate includes $5.2 thousand for two display stations. One of these is high on the agency's priority reductions listing and is therefore not recommended. The other will be rented (rather than purchased) at a 1988 cost of $1.0 thousand. A $4.2 thousand reduction is therefore recommended.

Subsequent to the original submission of the Operating Budget, the M.T.C.V.A. requested additional funds to provide for year-end incentive bonuses which were not accounted for in the request. This amounted to $15.5 thousand in the Sales Department. A corresponding increase to the Estimate is warranted.

As well, a recalculation of the Fringe Benefits account indicated that a reduction of $6.0 thousand is required.

Reduction/(Increase)
Gross/Net
$

The account is projected to be underspent by $31.3 thousand. A portion of this surplus was approved by the Metropolitan Council in October 1987 to finance 1987 costs relating to the office relocation (see 3.4).

3.3 Administration - Net

1988 E $1,776.3; 1987 E $1,310.2; 1987 PA $1,309.0

3.3.1 Salaries and Fringe Benefits 8.7

1988 E $528.4; 1987 E $439.3; 1987 PA $418.9

Included in the 1988 Estimate are Salary and Fringe Benefits costs amounting to $13.7 thousand for the new position of data entry clerk to provide computer system administration back-up. However, it is felt that this requirement could be fulfilled by the agency's existing resources, specifically the Accounts Payable and Accounts Receivable clerks. A corresponding reduction of $13.7 thousand is therefore recommended.

Subsequent to the original submission of the Operating Budget, the Board of Directors of M.T.C.V.A. requested additional funds to provide for year-end incentive bonuses which were not accounted for in the request. This amounted to $10.0 thousand in the Administration Department. A corresponding increase to the account is recommended.

As well, a recalculation of the Fringe Benefits account indicated that a reduction of $5.0 thousand is required.

	Reduction/(Increase) Gross/Net $
3.3.2 Financial Expenses	10.0

1988 E $26.1; 1987 E $13.0; 1987 PA $6.0

Included in the 1988 request is an amount of $25.0 thousand for bad debt expenses. Further discussions with M.T.C.V.A. indicated that because the agency is focusing on the minimization of bad debts, the 1988 Estimate can be reduced by $10.0 thousand.

3.3.3 Services and Rents	(26.0)

1988 E $1,173.2; 1987 E $684.0; 1987 PA $790.1

The 1988 request contains $540.4 thousand of rental costs for the new premises. The calculation for operating costs, based on quotations given to the agency at the time of lease negotiations, has proven to be somewhat optimistic. The landlord has subsequently revised the operating cost estimates upward by $1.63 per square foot to $10.38 per square foot. As a result, an increase to the account amounting to $26.0 thousand has been requested and is recommended. Conversely, tenant inducements (free rent) have increased by $3.7 thousand and have been recommended for inclusion as a credit to Office Relocation costs (see 3.4).

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

	Reduction/(Increase) Gross/Net $
3.4 Office Relocation	179.3

1988 E $583.5; 1987 E $0.0; 1987 PA $49.9

During 1987, the M.T.C.V.A. entered into a ten year agreement with Olympia and York for the lease of office space in the Queen's Quay Terminal building commencing January 1, 1988.

Funds for the relocation were not provided in the 1987 Estimate. A request for an additional $483.4 thousand was therefore submitted to the Metropolitan Council and was subsequently approved in E.C.R. No. 26, Clause 3. The funding amount was net of $150.0 thousand of additional donations which the M.T.C.V.A. is expected to raise towards this project.

However, a majority of invoices relating to the relocation were not expected to be received until after the 1987 year-end. The Executive Committee Report therefore recommended that an amount of $50.0 thousand be transferred in 1987 from the Marketing and Sales projected surpluses to the Administration appropriation.

The balance of the financing to be included in the 1988 Operating Budget amounts to $433.4 thousand. However, the 1988 Estimate for Office Relocation stands at $583.5 thousand; the $150.0 thousand of additional corporate sponsorship has not been accounted for. As well, an

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET BUDGET SUB-COMMITTEE MEMBER'S REVIEW REPORT	Form No. MT 13 Date: March 9, 1988

Reduction/(Increase)
Gross/Net
$

additional $26.0 thousand of these cost were incurred and paid for out of the 1987 surplus. A corresponding reduction of $176.0 thousand is therefore recommended. Together with the $3.7 thousand noted in Section 3.3.3 above, this means a total reduction of $179.7 thousand. To date, the M.T.C.V.A. has received $70.0 thousand in committed donations and a $100.0 thousand potential sponsorship from one of its industry members.

Total Reductions	624.0

4. Other Comments

The M.T.C.V.A. has retained a surplus of approximately $102.0 thousand stemming from pre-1985 years. Given M.T.C.V.A.'s funding relationship with the Metropolitan Corporation, and Metro's current level of funding, it would appear that the surplus should be reimbursed to Metro. It is recommended that the Chief Administrative Officer report to the Budget Sub-Committee on March 25, 1988 regarding this matter.

THE MUNICIPALITY OF METROPOLITAN TORONTO 1988 OPERATING BUDGET	Form No. MT 14 Date: March 9, 1988

RECOMMENDED REDUCTIONS / (INCREASES)

($000.0)

DEPARTMENT OR AGENCY: METROPOLITAN TORONTO CONVENTION AND VISITORS ASSOCIATION

BUDGET SUB-COMMITTEE MEMBER: MAYOR JOHNSON

Reduction No.	Dept.'s Reduction No.	Management Action	Reduction/(Increase)			1988 Cumulative Gross Expenditure	% +/- 1987 Gross Expenditure Estimate
			Gross Expenditure	Less: Revenue	Net		
		Total 1988 Estimates (Excludes Capital Financing)				7,647.5	+18.7
3.1.1	R11,R13, R14	Marketing - General Program Reduc	421.6		421.6		
3.1.2	-	Marketing - Salaries & Fringe Ben	1.0		1.0		
3.1.3	R01,R02, R04	Marketing - Services & Rents	34.7		34.7		
3.2	R03	Sales-Display Station	4.2		4.2		
3.2	-	Sales-Salaries & Fringe Benefits	(9.5)		(9.5)		
3.3.1	R07	Admin. -Salaries & Fringe Benefits	8.7		8.7		
3.3.2	-	Admin. - Financial Expenses	10.0		10.0		
3.3.3	-	Admin. - Services and Rents	(26.0)		(26.0)		
3.4	R15	Office Relocation Costs	179.3		179.3		
Total			624.0		624.0	7,023.5	+ 9.0